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A BOORUM & PEASE PRODUCT

4/14/43 Wednesday:

Drove down to the office at 8:15. Alf Malmros came over to my office this morning and we went over the material I have from Science Service on "Fundamentals of Machine". I had given Alf the first 3 sections which had been written by Dr. Mott Smith to look over. Alf. didn't have one good word to say about it - Boy! He sure was critical. He proved to me however that we sure have a lot of work to do on it. Earl Kaufmann stopped in this morning to speak to me about a problem that had come up in his Precision Measurements class. I have been considering Earl for a job in the Factory School Dept. as a man to work on lesson material. I was so favorably impressed with the little session I had with him this morning that I decided to see Sam Lenox about the possibility of getting him transferred. Had lunch at the cafeteria. Went over to see Sam Lenox this afternoon & had quite a chat with both he & Logy Coler about it. Explained what I had in mind for Earl & they agreed it was

definitely an opportunity for him & that if he wanted to accept it they wouldn't stand in his way. I thought they were most cooperative on the matter. At 6:15 I drove down to the Hotel Frederick for the Lion's Club Meeting. The club put on a drive for war bonds to do their bit in the present nation wide war bond drive. The boys really did themselves proud again. Frank Ferris was the Barker & kept things humming. After the noise & commotion had subsided & a count made of the total we were all surprised I believe to know that pledges had been made for \$21,650 worth of bonds. The high pledges were \$2,500.00 from Ben Hansen & the same amount from Buster Barton. They sure made my \$75.00 look like chicken feed. I guess I should be in business for myself too. — Bodel, director of recreation for the Endicott Johnson Corp. talked on the recreational facilities of the community which was fairly interesting. Drove home about 8:30. Read Guadacanal Diary for an hour or so — also read the paper & to-bed at 11:15.

4/15/43 THURSDAY:

Got up at 7:20. Mary drove me down to work at 8:15. Had a very busy morning. Earl Kaufmann stopped over to see me about the new job this morning. Roy Cole had talked with him & at first Earl seemed to think that he did not want to give up the Tool Engineering. However, after I gave him a complete picture of what the new job would be & explained some of the opportunities it offered he seemed really interested in the position. Told me of the amusing reaction his wife had to the whole situation. It seems she looks on the term engineer as being just about the tops & now that Earl is a Tool Eng. she thought it would be a let down for him to go into the Educational Dept. to be a school teacher as she put it. She even cried about it Earl said. I took Earl up to meet Mr. Orton & we talked quite awhile. Earl told Dwayne about his wife's reaction & we had a laugh over it. Dwayne mentioned that we might maintain the name Engineer by calling the

new position Engineering Consultant of the
 Factory School Dept. Dwayne seemed very
 favorably impressed with Kaufmann. We
 discussed rates & I explained that Earl
 was making a maximum of \$2.00/week on
 his present job with overtime. Before I
 could tell Dwayne I had offered him
 \$90.00 which was more than his present
 average he suggested we make the salary
 \$95.00. We got our wires crossed on that
 one. At 11.00 there was a Supervision
 meeting in room 3 at which Mr. Barton
 explained the new rate set-up for all
 direct and indirect labor on the non-
 exempt list. It was sure amusing to
 see him conduct the meeting. He tried
 to get some discussion from the group
 & everytime some one spoke up he
 would knock them off on the point
 they made. Had lunch at the cafeteria
 with Van Borden. Van told me he
 had a dirty job this afternoon - he had
 to let two of his customers engineering students
 go who had been drinking. Ray Jarvis
 went to ~~the~~ his Customer School Graduation
 this evening. I kidded him about getting

me an invitation but it didn't work out. Mary called this morning & said the foot brake in the Buick had gone out - I had her take the car over to Johnson City & have it fixed to-day. Had a couple of sandwiches at the office at 6:00. Alf Malmros stopped in & ate with me. He kept me well entertained with his witty remarks. Worked at the office until 9:30. Called Mary & she stopped down for me. Read the paper & Guadacanal Diary - to - bed 11:15.

4/16/43 FRIDAY:

Got up at 7:30. Had a bad sore throat. Drove down to the office at 8:30. About 10:30 I called Russel Sprin at the High School about making the telegraph key project which we are including in our book on "Fundamentals of Shop Work". Drove over to the High School about 11:00 & took over several prints. Drove around to Howard McChes & arranged to have my car washed to-morrow. It started snowing about noon & snowed all afternoon. It sure looked funny this late

in April to see so much snow. Every-
 one is talking about it. The papers say
 it is the worst spring we have had
 since 1904. Had lunch at the cafeteria
 with Ray Jarvis. Dwayne hasn't gotten
 any word from Bibby in writing as to
 what reply we are to give in answer to
 the request we have for our lesson material.
 He had sent the wire I had given him
 yesterday regarding the request from Lowell
 Coys. over to Bibby. I got it back this after-
 noon with a note from Bibby saying No
 material was to be sent. I took it right
 up to Arton as I thought he should ans-
 wer it. Miss Deinite was in the office so
 I just handed it to him & after he read
 it I said - "Of course you'll want to ans-
 wer this won't you?" He laughed & said
 he liked the way I put it. ~~I~~ Sat in on
 the instructor conference at 4:00 - Ray
 led the group in a discussion in grading.
 He does a swell job on these sessions.
 About 5:00 I went up to see Dwayne &
 had quite a chat with him about the
 whole Lesson Material situation. I told
 him I didn't blame him, for I felt

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very thankful that he was handling
it instead of Charlie Love who would
probably have passed the buck & not
gone ahead with the thing at all.
That is what Charlie always did. How-
ever I explained to Dwayne I felt that
Mr. Watson probably had only part of the
story. I know & Dwayne knows that
Philip, Steven or Nichol have just been
holding all the correspondence that Dwayne
has sent them on the subject & taking to
Mr. Watson only that which they want
him to know. I think it is damn un-
fair & I told Dwayne I certainly would
like an opportunity to talk to Watson on
the whole situation. If I did I surely
would be fair & give him the entire
picture. Dwayne agreed with me but
said his hands were tied in as much
as Nichol, Steven & Philip are after all
the last word & he doesn't dare let
them down. However Dwayne has an
appointment to see Mr. Watson next
Wednesday & at that time he plans to
review the whole situation with him. I
had a couple of sandwiches at the office

to-night - ate with Ray Jarvis & Bert
Humbauer. At 6:30 I sat in on the clustur-
ton Conference. Wally Lawton conducted the
meeting & it was a good session. I didn't
feel too hot to-night - I have a bad head
cold coming on. Had my throat painted
at the First Aid from this morning. The
nurse said the Tonsils were terribly en-
larged & that I was very foolish if I did-
n't have them taken out. It was rain-
ing when I came out at 8:30 - what with
the 3" of snow on the ground things are
messy. Mary had a little luncheon
party this noon for Lucile Metz. She had
Dot Davidson & Bernie Hayer also. I feel
a bad head cold coming on to-night. Read
the paper & to-bed about 10:30.

4/17/43 SATURDAY:

Got up at 7:00 & at 8:00 drove down to
the office. Earl Kaufmann started this morn-
ing in our Factory School Dept. I put him to
work on the revision of Precision Measurement Part II.
I went over the work that had been done with
him & gave him a picture of what had to be
done. I feel Earl is going to be able to do

a good job for us on the Lesson Material. Went over to see Bill Doph about some material on cost control to be discussed in foremen conferences. I mentioned what my plans were in connection with the foremen manual. Bill said that Leland Brown was doing practically the same thing - that of preparing Standard Practice instruction sheets on all procedures & forms to be placed in a large book & given to all supervisors. Bill also brought out a sample of the foremen manual that all foremen had way back when Otto & Bettell were in control of the plant. These had been so out of date when Leland Brown took over in 1938 that he called them all in & destroyed the instruction sheets. I went up to see Leland & showed him what I had been doing on the foremen manual. He agreed there was some advantage in having every foreman supplied with a manual instead of just the supervisors. He had been planning to get someone to take over the job of getting all the instruction sheets out. I also learned that Earl William had gotten out some instructions for all his foremen. It seems this

job is being done by too many people & its
 about time we get the thing centralized under
 one location & head. I plan to see Bibby
 Monday about it & get the thing straightened
 out if possible. Mac Almon came in the
 office this morning. Showed me a letter he had
 gotten from Bibby stating that he had looked
 over the reports on Job Methods Training & was
 much impressed by them. Danne suggested that
 we continue this program by having every
 Foreman & Supervisor turn in a job improvement
 at least once a month. Mac & I got quite a
 laugh out of it - Mac said it looked like he
 was to be made Superintendent if he was to
 have the authority to do this. I don't know
 what Danne could have been thinking when he
 wrote the letter. He did send a carbon copy to
 Bill Lewis, but actually this is a matter that
 Lewis should handle. I mentioned the matter
 to Duwayne & he agreed that it was all
 wrong. Furthermore he said that these reports
 to Bibby should go from my office. I sug-
 gested he might speak to Mac about it so
 he would know it was Arton's wish that this
 be done. Actually Mac reports to me on all matters
 but I let him have quite a free hand in his

operations as I believe he knows what is best as well as I do on most matters. Dwayne suggested I write to Betty explaining we would be glad to set up a plan where - by every foreman & supervisor would have to turn in a job improvement once a month, but indicating that it should be followed up by the superintendant's office. Drove home at 12:15 for lunch. My cold had me just about down so I took a nap from 1:00 to 2:00.

Then Drove Mary down to the meat locker. Stopped in the school to see Cliff while Mary was getting the meat. Cliff Mitchell worked this afternoon. Mary & I drove on over to Binghamton. I tried to ~~stop~~ get some radio parts for my double turn table - control knobs etc. but couldn't get most of them. It seems almost impossible to get that sort of thing anymore. Got home about 5:00. After dinner this evening I wanted to print some pictures but I felt so bad I sat down & read "Guadacanal Diary" nearly finished reading the book. It is very good. About 9:30 I doctored up as best I could to knock out my head cold & turned in about 10:00.

4/18/43 SUNDAY:

Got up about 8:00. My cold was much better & I felt pretty well. Mildred had pancakes & sausage for breakfast - say they were good - she sure is a good cook.

Mary & I drove Barbara down to Sunday School at 10:00. Took Mary Lou along - drove on over to Vestal to see Fran & Jim Hamfin. We found them away but the house open so we took the liberty to have a look or a brief peek at the downstairs of their new home. It looked very nice. Stopped at the Bob Haleys on the way back. Betty had things all upside down & she was doing some spring house cleaning. Bob was out with little Bobbie flying a kite. I walked over in the field & talked to Bob for awhile. He & Bobbie came back to the house with me. Say - Mary Lou looks so large as compared to Bobbie. After we picked Barbara up at 11:00 we stopped around to see the Carmondys' new baby boy they had adopted. He is nearly 5 months old & I had never seen him before. Fred was away to church so we didn't see him. Mary Lou & Babs had some fun playing with little Richard. He sure is a cute baby. We stopped at

The little toy store on Main St. on our way home & I bought materials to build Barbara a kite. Seeing Bob flying the kite this morning got me into the idea of building one for Barbara. Had some sandwiches for lunch at 12:30 as we expect to have a big dinner this evening. After lunch I went to work building the kite on the dining room table. I had no plans to go by so I made it as near as possible like the one Bob Stalley had. It was the first I believe I have ever built a box kite. Babe & Mary Lou got up from their naps about 3:00 & Mary and I took them out for a walk up by Gabe to give the kite a try out. The kite turned out to be rather disappointing or rather the wind - for there was not enough wind to get it up & we toled around ever so long with it. Mrs. Deventie came along with 2 of her boys & a couple of dogs. Charlier tried to help me with the kite but we couldn't get it up. Shultz & Deventie's dog got into a fight & poor shultz took a bad beating. I had never met Mrs. Deventie before. Mary hadn't either. The wind came up some while we were

walking back to the house & I tried once more to fly the kite. This time it worked swell & went almost straight up. I took some pictures of Barbara flying it. We had Margaret & Jimmy Johnson over for dinner at 6:00 - They arrived about 5:00. Had a swell steak dinner & after dinner I showed the Johnsons a few of my movies. Bob and Mary Lou stayed up to see the movies. I had a chance to try out my double turn tables in their permanent location in the sun parlor. They worked swell and certainly add a finish touch to the movie. Jimmy & Margaret had to leave at 8:30 so we only showed a few films. Jimmy is going out of town early in the morning & was also expecting a long distance call later this evening. After they left I read the Sunday paper & to bed about 10:30. My cold is somewhat better this evening.

4/19/43 MONDAY:

A rainy day. Got up at 7:30, drove down to the office at 8:30. Russ Luthill called this morning & told me my movie titles had arrived at last. Daise Bibbey

was over to the school this morning & stopped
 in my office. I showed ^{him} what my plans
 were in connection with the preman manual.
 Dause liked the idea & said that I
 should go ahead with the preman manual
 even though Eland Brown was getting out
 a supervisor manual. Asked me to
 work with Eland on it however. Showed
 Dause the preword & he thought Kirk
 would like the idea. Suggested that I
 show it to him to-morrow. At 9:00
 I attended an opening of a group of
 Customer Service Men. Mr. Arton talked as
 well as Bud Austin, Clemmon & Geo. Hefz.
 I said a very few words explaining I had
 a bad cold. Told Van Gorden he had to
 let me off easy this time due to my cold.
 Had lunch at the cafeteria with Cliff Burrie.
 He came back to my office with me & we
 had quite a session - showed Cliff some of
 the color slides we had taken on safety &
 gave him an idea of what I would like to
 see done in the safety training program.
 We were busy this afternoon getting to-gather
 some information or a report for Mr. Arton
 on the distribution of our lesson material

to our own office and factories. It seems Mr. Watson is more interested now in knowing how much use is being made of our lesson material within our own organization. ~~Mr.~~ Wayne wanted the information to include in a report or a letter to Mr. Watson. I had to call Dave Sanford to get some information from Poughkeepsie. At 5:00 we had another meeting of the committee on the Production of Visual Aids in Mr. Tilton's Office. Everyone was there this time except Jimmy Johnston who is still at Poughkeepsie. Those present were - Bibby, Lewis, Austin, Paton, Cotsley, Quintner, Remwell & myself. We didn't accomplish a whole lot - Bibby made two points clear that we had to appoint someone to carry out the program & also we had to select some simple job to get started on. Lewis mentioned Jona Morris as a candidate for the job & everyone who knew him at all agreed. I had Javier sit up the projector to show the film on milling which was taken last summer & I had the committee see it. Of course they realized its faults. After seeing it Lewis agreed with me that the pictures would have to be taken in a studio.

in order to get what we want. At 6:30 I drove down to the Hotel Frederick. Elby Crawford rode down with me to attend the Junior Chamber of Commerce meeting. It didn't get started until nearly 7:30. I was sore having to kill so much time. Frank & I asked me to introduce Clem who was our speaker for the Evening. Clem gave a really excellent talk on "A Salesman Looks at the Valley of Opportunity". He sure made a hit with the boys. The meeting lasted until 10:50. I drove Elby back to the plant & then drove on home. Read the paper & to-bed at 11:50.

4/20/43 TUESDAY:

Wally drove me down to the office about 8:15. It cleared up a bit today & looked a little like spring again. Spent some time with Mr. Erton this morning going over a number of problems. He asked me my frank opinion of the talk he had given yesterday to the Customer Relations Engineering Group. I thought it was a good talk & told him so. It seems Sam Gordon has asked him to let him put it in the

~~My~~ next issue of Business Machines. I had
 quite a long chat with Dwayne & he di-
 vided some of his future plans for our ed-
 ucational dept. - that of it becoming more
 & more a junior college set up & one to
 serve the community instead of just our own
 organization. In line with this he asked
 me whether I would be willing to take a
 6 week summer course at some University,
 perhaps in California if he could arrange it.
 He said he intended to take this up
 with Mr. Watson as soon as he had an
 opportunity. Dwayne intimated that he was
 looking to me as one of the key men in
 this entire program. I told him that I
 would very definitely accept such an offer &
 would be most pleased to have that opportunity.
 I do hope it materializes. Dwayne, Ram-
 well & I took a walk thru the plant this
 morning. Dwayne & I wanted to learn whether
 our Factory School Books were in evidenced about
 the plant - on furniture desks etc. Of course they
 weren't on top as they would become too soiled - but
 we did see a few. Had lunch at the cafeteria.
 Spent some time with Ramwell getting some
 ideas on our first movie to be produced.

We didn't get very far & frankly I'm not
 too interested in getting tied up in this
 movie business. It's a great big headache
 for someone & the smaller part I had in
 it the better. Spent some time this after-
 noon with Earl Kaufman on the revision of
 Precision Measurements. Went over to the factory
 with him to see Earl Gillman. I believe Earl
 Kaufman is going to do a good job for us.
 He seems to be approaching the job from
 a very constructive standpoint. Called
 Mary to meet me at the school at 5:30.
 I went over to see McCulloch about the
 question Frank LeBaron brought up yesterday -
 he has indicated before that he is interested
 in getting a job with some other company &
 yesterday he asked whether it was now necessary
 for me to get a release from one industry to
 go to another. McCulloch's reaction was that
 a release would probably be necessary from
 the standpoint of getting the job with the
 other company. Clem rode home with Mary & I
 at 5:30. Mary had gotten my letter I had
 ordered three Bump's to-day so after
 dinner to-night I set up the system &
 put the new letter in my films. They

were all excellent & quite an addition to the appearance of the films. Mary had gotten Babe & Mary Lou each a new spring outfit to-day. They had a big time showing it to me when I got home from the office. They sure were cute. I stayed up to listen to Pres. Roosevelt's talk at 11:00. He is visiting Pres. Camacho of Mexico & both Pres. Roosevelt & Pres. Camacho spoke from Monterrey - Capital of Mexico at 11:00. Each talked about 15 min. & expressed mutual solidarity of nations etc. To-bed 11:30

4/21/43 WEDNESDAY:

Another rainy day - it seems it just can't clear off & stay nice for awhile. The men haven't been able to work on the drive for days. Drove down to the office at 8:15. Went over to see Kirk this morning to get his reaction to the preword I prepared for his signature for the premer's manual. He didn't like it - said it emphasized the book too much instead of the purpose to which the book is to put. He was too busy getting another meeting started to really give it much thought - however he did say the premer's

manual was a good idea & asked me to
 rewrite the foreword. He made the sugges-
 tion that too many of us forget the real
 purpose of these projects & place the emphasis
 on the fine looks of the job itself instead of
 the results to be obtained. Explained that was
 why Dick Frederick is no longer Supervisor
 of Safety. Charlie sure is ~~just~~ blunt in his
 remarks but I believe that they pack a
 lot of truth at times. ~~After some~~ Charlie
 gave me a job to do - said he had
 been looking for someone who could write -
 asked me to prepare an article on "Women
 in Industry" explaining what we are doing
 at IBM, in answer to a letter he had.
 I felt that this ^{request} contained an implied com-
 pliment, but I don't relish the job. Artur
 was out of town to-day. About 11:00 I drove
 over to the High School & took a couple of
 prints over to Russell Norris to have his
 boys make a sample nail box - one of the
 projects in our book "Fundamentals of Shop Work".
 Stopped at the barber shop & got a hair
 cut. Got back to the office about 12:00. Went
 over to Bldg. #1 to see Cherry & Fred Loebe
 who were projecting the film "Power in Minutes"

to the employees. There was a group of about 120 people who saw it & it went over fairly well. Had lunch at the cafeteria. Rumwell, Toby & I looked at a couple of the U. S. Office of Education films on Milling to get some ideas of what to do. I arranged with Bill Levin to get a ~~film~~ milling machine that we can film. Rumwell seems all keyed up about getting the project started - I can't quite figure out his extreme interest in it. Had quite a long talk with Frank LeBaron this afternoon - he seems very unhappy in his job & his morale sure is shot. He wanted to know if it would interrupt the job much if he left soon. From that I gather Frank is planning to leave before many weeks. He seems to feel that Management have mistreated him & more or less have it in for him. I don't know whether his attitude is justified or not but he sure has a sour outlook on IBM & I can't help but feel that the best thing for both he & IBM is that they separate. I advised Frank, however to talk with Leno or Lewin before taking action. Cliff Barrin came over about 5:00 to preview a new film we had

gotten in entitled "What to do in an Air Raid".
 I asked Cliff to be my guess at Lion's to-
 night. At 6:15 I drove down to the Hotel.
 Took Feedy, Hege, Robinson as well as Burrie
 with me. Ed Feedy took Gen Robinson as
 his guess. I found at the meeting that
 Steve Fassari had taken Bud Austin so
 IBM sure was well represented. Had a
 good meeting. A group of National Guards
 from Binghamton were there to put on
 a demonstration. Drove Cliff back to the
 plant about 8:15 & then came on home.
 My head cold is still bothering me. - Read
 the paper & went to bed about 10:15

4/22/43

THURSDAY:

Mary drove me down to the office at
 8:15. Had a very busy day. We expected
 Mr. Watson & Mr. Nichol at the school this
 afternoon but they didn't show up. I bought
 \$100.00 worth of defense bonds this noon.
 Had lunch at the cafeteria. Got a call
 from Buffalo this afternoon from Trico
 Products Corp. advising me that Mr. Timin
 & three other men were planning to call
 on me at the school Monday to learn

what we are doing in the field of Industrial
 Training. Ralph Allen stopped over this after-
 noon to give me the pass for the speaker
 Bud Austin arranged for me to get. I
 went over to the factory to see it & it
 sure looks like a dandy. Ralph put 20
 watts input in it & it handled it OK.
 Alf Malmgren stopped in the office about
 5:30 - told me about his reading an article
 in a N.Y. Paper about Mr. Watson evading the
 income tax a few years back to the tune of
 \$130,000.00. I wonder if it is true. I had
 Jona Morris stop in just before six & approach-
 ed him on the movie job. He was very
 much interested in it, but explained he
 would probably be in the army by July.
 Got a ride home with Van Borden. Mary
 didn't get back from Binghamton until
 nearly 7:00. I had dinner alone. At 7:30
 Mary & I drove over to the Arlington Hotel
 to the "Bombers for Broome" radio program.
 There was a large group of IBM people there.
 Mr. Watson & Mr. Nichol were present. Mr. Watson
 spoke on the program & the IBM orchestra
 played - it was a real impressive pro-
 gram & they reached their goal of \$200,000.00.

They announced the names of people who called in & pledged to buy war bonds. They also announced a lot of IBMers who had purchased bonds, my name included. Stayed in the Boston after the broadcast. Home at 10:30 - A beautiful day at last. To-bed 11:15.

4/23/43

FRIDAY.

A beautiful clear, warm day. At last we are having some real spring weather. Drove down to the office at 8:15. Mr. Nichol & Mr. Watson addressed the System Service School & the Customer Engineers at 11:00 o'clock this morning. In as much as Erton was out of town Clem introduced Mr. Nichol & did a very creditable job. If anything I would say he over did himself. Mr. Watson said a few words after Mr. Nichol's address. Went over to the plant with Earl Kaufman to see his set-ups for pictures to be used in Part II of Precision Measurements. Earl is doing a good job on this project so far. Had lunch at the cafeteria & then called Russel Morris at his home. Found there was no school to-day.

it being Good Friday so I drove over to Russell
 home & took over 3 prints of the new design on
 the Air-plane type Weather Vane. Stopped
 down town to do some shopping. At 2:00
 this afternoon I sat in on the safety
 meeting with Cliff Bennis in the Band
 Room. It was the first meeting that Cliff
 had attended - he stopped back to my office
 after the meeting. We both feel that it should
 be greatly improved. Sat in on the instructor
 conference at 4:30 for awhile. Drove home
 at 5:30 - Geo. Metz rode home with me -
 he is leaving this weekend for his new job
 at 590 Madison Ave. as Asst. Manager of
 Customer Engineering. Margaret Johnson ^{spent}
 the afternoon with Mary & stayed to have
 dinner with us. Mildred had a swell yam-
 cake dinner for us. Margaret left early as she
 had to meet Jimmy on an early train this even-
 ing. I did some work on my double turn table
 this evening. Finished reading Guadacanal
 Diary. Found a reference in the book of the
~~account~~ story told by Private Hall on the
 radio program at the Arlington Hotel last night.
 Mary had her bicycle out for the first time to-
 day. To bed 11:15.

4/24/43

SATURDAY:

Drove down to the office at 8:15. Had a meeting of our entire Factory School Dept. at 9:00. We plan to have a meeting every two weeks. Had a busy morning. Drove home for lunch at 12:30. Brought home the speaker that Bud Austin had arranged to get for me. Ralph Allen helped me carry it over to the school from the control room in the basement of the plant this morning. After lunch I drove Mary down town Endicott & we both stopped for awhile. I stopped back to the school & got my brief case & to check on things. Found the brakes very nearly gone on the car so Mary & I drove on over to Johnson City to the garage. They found a leak in the oil line - while they repaired it Mary & I did some shopping in Johnson City. Got home about 4:45. I did some work on my double turn table. After dinner I cleaned up a bit & at 6:30 Mary & I drove over to Walmsworth in Bang. We met Dr. & Betty Leon at the theater. Saw "Keep the Wild Kind" very good. Stopped in Olympia Tea Room after the show. Got home about 11:00. Mary played

Easter Bunny before retiring. To-bed 11:15.

→ I forgot - Mrs Van de Water called from Washington D.C. this afternoon to tell me she wouldn't be up Monday - said she was sending the text to Alco Grewer to be set in type.

4/25/43 SUNDAY:

Got up at 7:30 - just couldn't sleep any longer as Barbara & Mary Lou couldn't wait to get downstairs to see what the Easter Bunny had left them. Of course Mary & I had to go down and watch them. After breakfast I rewired my double turn table and got it so I can get full volume out of each pickup. The three pickups had been wired in parallel by mistake. At 10:00 I drove Mary & the children down to Sunday School. Took some movies of Mary Lou & Barbara in their Easter outfits as they marched in line with all the kids at the Church. I drove back home cleaned up a bit & dressed. At 11:00 drove down to Church - met Mary. We went to Church & left the kids in the Church House. It looked very rainy when we came out of church. Home for dinner at

12:30. Mildred had a swell dinner for us. At 3:00 this afternoon Mary & I drove the kids out to the IBM Country Club to the Egg Hunt. It was raining a little so they had to hold it in the club. There was quite a crowd there & Mary Lou and Barbara sure had a swell time. Barbara did alright by herself, she found so many bottle caps that we didn't turn in only a few of them for prizes. I gave the rest of them away to other kids. Both Babs & Mary Lou got a large Easter Basket. I took some movies. Sigard Waloe & Tobby Crawford were there taking movies so I had plenty of light with the overhead photo floods on. Came home about 4:00. I changed my clothes & then took the case for my double turntable up to Mr. Snover - he helped me put in a new molding to hold the turn table board higher in the case. Mary got us some sandwiches for supper. I called Dwayne this evening but he hadn't gotten back from New York. - Mary called ^{her} mother this afternoon. Worked in my study this evening. Listened to radio & did some work I brought home from the office. To-bed 11:00.

4/26/43 MONDAY:

A lovely bright spring day. Drove down to the office at 8:00. At 9:00 Mr. Timm of Trico Products at Buffalo & three men from the Buffalo board of education arrived. They came down especially to find out what we had done in training screw machine operators. I spent all morning with them. Took them over to the screw machine dept. That sure impressed them. Also introduced them to Mr. Orton & talked awhile. I also had them meet Mr. Almon & discussed our job training center set-up on training screw machine operators. Gave Mr. Timm a set of Blueprint Reading & also a set of the material we used in the job training center for screw machines. Took the fellows over to the Hotel at 12:45 for lunch. Then drove them on over to the Vestal station about 1:45 to meet the train. I checked with Mr. Orton this morning about giving some of the material to these men & he referred me to Bibby. Danne said No at first & after I explained the whole set-up to him he said O.K. on one copy. I was glad to hear Dwayne say that the

subject of publishing our material had been
 reviewed with Mr. Watson & that he felt
 it would go thru this time. I hope so!
 When I got back to the office about 2:30
 Dwayne called a meeting of Clem, Van,
 Edith Demitt, Edwards & myself to discuss
 the allocation of office space. The plan is to
 change things all around again & it will
 mean some of our Factory School Dept. will
 have to go back in the Annex again.
 Came home for dinner at 6:15. Went
 back to the office about 7:30. Mary went
 along & I drove her down town to see a show.
 Spent about 2 hours at the office getting
 caught up on some of my work. - Stanley
 Evans stayed over this afternoon to see
 me. He is interested in getting someone
 to lead a group of foremen in a series
 of conferences at Endicott Forging Works. At
 9:30 I met Mary at the Arc. Restaurant.
 Drove home about 10:00. My eyes bother
 me to-night. Intend to wash my eyes
 before retiring. Read the paper & to-bed
 at 11:15. NOTE: - Howard Davis "Duke"
 started to work in our dept. to-day as
 Stock Clerk.

4/27/43 TUESDAY:

A cool rainy day. Drove down to the office at 8:00. Van Gorden had a group of about 30 Customer Engineers start this morning. He had a little opening session for them at 9:00. Bibby, Arton & I talked. I simply explained our Factory School Program. Had a very busy morning. Had lunch at the cafeteria. This afternoon I had Arton approve several rate increases I wanted to put through. He & Clem were discussing Clem's trip to Chicago to make a speech & arranging for him to also visit Mrs. Buckler at Chanute, Field ^{- Raintoul} in Ill. on next Monday. Dwayne informed me that he would like me to go out there this weekend to meet Clem at Champlain Ill. & to go up to Chanute Field with him Monday to inspect the training program & their use of visual aids. It sure sounded good to me & I also asked Dwayne whether he would approve my visiting Mr. Fletcher at Caterpillar Tractor Co. at Peoria Ill. while I'm out there & he said by all means do it if there is something I feel is worth while. I spoke to Mr. Thomas about reservation to

Chicago. Tobby Crawford called me over to help locate the milling machine in his new studio. This is the machine we see to photograph in movies - Gemmell was supposed to show up but didn't. Mac & I went over to see Bill Lewis about the follow-up on J.H.T. He is interested in having each foreman turn in a job improvement at least once a month. I was glad to learn that Bill wants the thing handled from his office - which is the way it should be. Bert Gintner stopped in Bill's office - spoke to him about Iona Morris - was surprised to learn that he hadn't done anything about replacing him so I don't whether he will be put on the movie job. Called some of the boys to remind them about going over to the Y.M.C.A. in Bing. with me at 7:00. Owen Cullen stopped over at 6:20 & we went out to get a bite to eat. At 7:00 Don Kells, Eddie Cook, Cliff Burrie, Bert Unbamer met ^{Gwen & I} in my office. Bert drove him car & I drove mine up to Binghamton & took the gang over to the Y.M.C.A. Ray Jarvis went along. I got the group together to attend the session on Conference Leadership conducted by Stanley Evans. There were only three other fellows

There so it was pretty much an IBM meeting
 what with 7 of us there. Stanley did a good
 job & he had two demonstrations put on
 which were fairly good. I believe all the fellows
 got something out of it. They all participated
 well & spoke well of it on the way home.
 Bert took Ray home across the river & I brought
 the rest of the gang back to Endicott. Got home
 about 10:20. Stopped by the office on the
 way home & picked up the weather vane
 model & brought it home. Glad the guys
 had a bite to eat & to bed at 11:30.
 → Forgot - a man from the Railway Express Co.
 stopped by to-day & picked up my suit
 case to have it cleaned up. I guess I'm not
 going to collect any damages after all.

4/28/43

WEDNESDAY:

Cold & rainy to-day & the men
 still have not started laying concrete in our
 drive. It seems it just can't get spring
 & stay that way. Drove down to the office
 at 8:30. Mary went down with ^{me} & as she
 wanted the car to-day. I wayne got con-
 firmation from Lt. Watson at Chanute Field
 Rantoul Ill. that it would be OK for Clem

& I to visit their training set-up next
 Monday. I wired Clem who is on his way
 to Chicago that I would meet him at
 Champaign Ill. Sunday Evening. Also wrote
 Charlie Love to find out whether he would
 be at home Sunday. I'm planning to get
 into Chicago early Sunday morning & spend
 some time with the Love. Also wired
 Mr. Buckler at Chanute Field to tell
 him we would be coming. Wrote Mr.
 Fletcher of Caterpillar Tractor Co. in Peoria
 to arrange to visit their plant. Had
 lunch at the Cafeteria. After lunch I
 arranged to take a picture of Radio type
 unit in the lab. Had a Lt. Drummer
 from the Ordnance Dept come over to sit
 in the picture as an army operator. Mr.
 Stiles of the State Apprenticeship Committee called
 this afternoon to interest us in joining up
 with their organization. He is the same
 fellow who talked with Charlie Love & I
 about a year ago. He also talked with Mac.
 I'm sure we don't want any part of it
 however he wanted to talk to Alton so I
 arrange to have him stop in on his next
 visit thru Endicott at which time we would

talk with Mr. Ertson. Mary called this after-
 noon saying there was something wrong with
 the clutch on the car. I called the Garage
 in Johnson City but they didn't know what
 it could be. Boy! It seems we have plenty
 of trouble with that car. At 6:15 I rode
 down to the Hotel with Steve Kassai to
 the Lion's Club. A Mr. Montgomery was there
 from N.Y.C. from the Boys Club of America
 organization & gave a short talk on the
 organization of a boys club. Ted Lindquist
 put on the program - a couple of his
 dancers & an accordion player. They
 were fairly good. Mary stopped down about
 8:15 for me. Ben Hansen walked out with
 me so I had him drive the car to see
 if he could tell what was wrong & he said
 right away that it was oil on the face of
 the clutch plates & the clutch will grab &
 jerk the car if you let it in gradually. I
 can see that he is right. He claims that
 means a new facing on the clutch.
 I believe it has been caused by the
 car standing on such a slope out in
 front of the house all these weeks that
 the oil runs out of the transmission onto

The clutch plates. Home 8.30 - read the paper - ordered some parts from Lafayette Radio Co. for my double turn table - To-bed at 11.00.

4/29/43

Thursday:

Cleared up to-day & was much warmer. The men came to-day & started laying concrete at last in our drive way. Drove down to the office at 9:15. Mary & the kids went with me. Mary took Barbara over & her hair cut this morning. I had Charlie Cheney take a picture of the airplane type weather-vane from the top of the school building so as to get a picture of it against the sky. Charlie forgot to get permission or to notify the main entrance - consequently he was picked up by one of the guards. It sure gave Charlie a scare. I called Dick Frederick Jr. & fixed things up for him. Got a wire from Charlie Love this morning saying he would be at home Sunday & would be glad to see me. Had lunch at the cafeteria. Spoke to Dwayne this afternoon about going to Washington D.C.

next week on the Science Service project &
 having Frank & Burton go with me. He had
 this after I told him about Frank's attitude on
 the whole project & that this might in-
 crease his interest. Call Watson & me to
 find out whether they would be ready to
 go over the material next Thursday & he
 advised it would be the next week in-
 stead. Boy! They sure are slow. I tried to
 get Mrs Van de Water on the phone but
 she was in V.F.C. Stanley Evans stopped
 in to get my idea as to who would be
 a good possibility for a Conference Leader for
 his German training program at Endicott
 Loring Co. I recommended Bert Hunkauer &
 I talked with Bert later when he came
 in my office & he said Stanley had talked
 with him & that he had accepted. I
 call the Buick Garage in Johnson City &
 got a shock when I learned that it would
 cost me \$12.50 for labor & \$18.00 for parts to
 have the clutch fixed. Mary met me at
 the office at 6:30. We drove over to Jimmy
 & Margaret Johnson's in Bing. for dinner &
 to spend the evening. Had a nice visit
 with the Johnsons. Came home about

9:45. Read the paper & Life Magazine.
To-bed 11:30.

4/30/43

FRIDAY:

Cold and windy to-day. Drove down to the office at 8:15. Took two suits over to the tailor to be pressed before going to the office. Had a busy day at the office. Tried to get things caught up before leaving for Chicago to-morrow. Had lunch at the Cafeteria. This afternoon Mr. Almon & I talked with Orton about the previous contacts with Mr. Niles & the set-up of Federal Apprenticeship Committee. Brought him up to date on the whole proposition. He seemed inclined to agree with us that we didn't want to join up with them. Dwayne spent some time telling me some of the "low down" on the matter of the publishing our Factory School lesson material. It sure looks like Watson is going to OK on having it published. Was surprised they are even considering having Jim Atthoway print our material - but this has its limitation as far as distribution is concerned. Romeo Collins called this afternoon from the N.Y.C.

T.W.I. Office to tell me they had scheduled a J.M.T. Institute to convene ~~next~~ May 10th. in New York City. I wrote Mr. Pin & Dave Sanford to arrange to have two men from Poughkeepsie to attend. At 5:30 I drove down to get my suits & then stopped over town for some supper. Got back to the school about 6:30. Sat in on the Instructor Conference at 6:30. Earl Kaufman was the leader & did a fairly good job. The topic was "Characteristics of an Instructor". Sent the balance of the illustrations for "Fundamentals of Shop Work" to Washington to-day. Frank is now working on Fundamentals of Machinery. Cliff did some work to-day on the cover to-day. At 8:00 I drove home. Boy! Was it windy. Mary had Mrs. Olson, Mrs. Clemmons & Midge Waters over to lunch & for bridge this afternoon. Got some of my things to-gather this evening ready to leave for Chicago to-morrow. To-bed 11:15.

MAY 1943

5/1/43 SATURDAY:

Cleared off to-day but was cold & windy. Drove down to the office at 8:30. Had a busy morning getting things cleaned up before leaving for Chicago. Got another wire from Charlie Fore, telling me to get a train out to Evanston to-morrow morning when I get in Chicago. Dwayne stopped in my office to tell me that he had talked with Kirk & discovered Kirk & Watson had discussed the publication of our lesson material. Dwayne feels sure now that the whole matter is reopened for another decision from Watson. Both Dwayne & I hope it is favorable this time. I had Cliff Brown stop over & we lined up a series of color slides to be taken in the plant to be used in their safety meetings. Called Cliff Mitchell in & had him make some rough sketches for the photographer to use. Got a letter from Dave Sanford telling me that Ben Fore, Personnel Director at our Rock. plant was being transferred to Poughkeepsie to head up the new Carbine job. Gordon Watt had advised Dave that ~~he would~~ Ben would

be available to help him on Job Methods Training. I called Dave on the phone & advised him by all means make the necessary arrangements to have Mr. Gore attend the J. M. T. Institute with him on May 10th. Drove home at 12:00 - 'Boy!' the car sure drive lousy with the sticky clutch. I have arranged with Ben Hama to have a new clutch installed Monday. Changed my suit after lunch & packed my bag. Mary drove me over to Binghamton to the Lackawanna Station about 2:00 to catch the 2:35 Lackawanna Limited to Chicago. When I picked up my reservation I found the train was about an hour late. The station was packed with people as there were a number of boys leaving for the army. I met Jack Winans & discovered he was leaving for Fort Myer - said he was one of the 39 fellows leaving on this train. It was quite the typical railway station scene of the day, many sad faces - mothers & friends sorry to see their sons & sweethearts leave. One woman nearly fainted & I had to help her to a bench on the station platform. Jack stayed in his car with his wife - saying

goodby until the train pulled in. He ~~seem~~
 looked down hearted - but talking with him
 he seemed as sorry to leave his dogs as
 he did his wife. I called a floornist to order
 some flowers for Mary for Mother's Day
 to-morrow & discovered that it's next
 Sunday instead of to-morrow. I let the
 conductor talk me into paying \$1.49 more
 & having the whole section instead of
 just the lower. He showed me a picture
 of how they make it up & it sure looked
 worth the difference. Was surprised the train
 made so many stops it kept loosing time
 all the way into Buffalo. I met Jack again
 in the dining car asked him to have
 dinner with me - told him I would like
 to treat him to a dinner - sort of a farewell
 token & he took me up. Enjoyed talking to
 Jack, however he seemed quite down hearted
 about leaving his dogs & wife. He thinks he
 may get a job training dogs in the Army.
 Had Jack go back to my seat with me &
 I gave him the current issue of the Infantry
 Journal that I had been reading on the
 train. He seemed pleased to get it. In say-
 ing good-by he said he wished I wouldn't be

called. The train was one hour & twenty minutes late getting into Buffalo. I went forward to the Club Car while the porter made up my section - met some fellows from Links & had a drink with them. Turned in about 10:45.

5/2/43

SUNDAY:

Got up about 6:45 - discovered later we had passed into the Central time zone and therefore had picked up an hour. So I actually got up 5:45. I couldn't sleep anyway so it didn't make much difference. Boy! The train jerked around something awful. I'll bet I didn't sleep more than a couple of hours all night. It was nice having a whole section - Gave you a lot more room above anyway. After shaving & dressing I had breakfast in the dining car. Discovered the train was nearly 2 hours late - The porter said we would make some of that up however before we reached Chicago, but the train was very nearly that late ^{an} we arrived at the La Salle St. Station ^{about 8:45}. I called Charlie Love in Evanston & he advised me to take the Elevated Railway out to

Central St. in Evanston. Had to wait while to catch a train & it seemed ages reaching Evanston. It's actually a 40 min. ride. It was a dull rainy morning - in fact it started raining on the way out to Evanston. Called Charlie from the Central St. Station & he drove ^{over} to pick me up. It was raining very hard, kidded Charlie about having to take his car out in all the rain. Of course Charlie had it shining like a show window model.

He drove me around by Northwestern Univ. on the way back to his house. We both lamented the fact it was raining as I had hoped to take some pictures. Got out to the Lovs home about 10:30. Little Charlie looked a lot bigger than when I had seen him last. They have a lovely home & on a beautiful street. I think it is much nicer than the place they had in Binghamton. Hazel seemed glad to see me - I guess she is glad to see anyone from the Triple Cities. Charlie showed me thru the house & Louise showed me little David the new baby boy. He sure is cute - about 6 months old & looks a lot like Mary Lou when she was that age. It cleared off a little about noon

so I got my Leica out & took some pictures
 of the House & the Lovers. Then Charlie got
 the car out - Louise & young Charles went
 with us for a ride around Evanston. Charlie
 drove around & showed me the all the
 main points of interest. It sure is a
 beautiful residential town. We dropped Louise
 & Charles at the house & Charlie drove me
 West from the town a ways to show me
 some of the country - very flat but looks
 very fertile. We stopped at a green house,
 Charlie got some bulbs to plant in his garden &
 I bought a plant for Louise. On the way back
 Charlie stopped to show me their Victory Garden.
 It's just a little patch about 30' by 30'. I
 was surprised - he already has onions & peas
 planted. In fact everything is at least 2
 weeks ahead of us in Endicott - the lawns
 many of them have been mowed once & the trees
 are out in full bud. Got back to the house
 about 2:30. Hazel had a well roast pork
 dinner for us about 3:00. She was very proud
 of the fact that she actually had some onion
 tops from her Victory Garden in with the string
 beans to flavor them. After dinner I tried to
 call Bob Blum but could find his number.

Called two R. G. Blums but neither one knew a Frank Welsh so I gave up. Took some pictures of David, Charlie, Charles & Louise with my Leica. Charlie called Norm Kramer who is head of the E. W. M. division in Chicago & had he & his wife come over to meet me. They brought their little 10 mo. old girl. Charlie got his movie outfit out & had me take some movies of he & his family also the Kramers. Then we went down in the play room & I showed them the movie I had brought with me. They all thought them swell. I had hoped to show the slides I had brought with me but the time got too late. We wanted to see some of Chicago so I left my slides for Charlie to show later. Charlie, Louise & I left about 5:30 for Chicago. It had cleared off & it was a beautiful afternoon & evening. Charlie drove down what is called the Outer Drive which is out along Lake Michigan. There was a beautiful drive - we took it slowly & Charlie pointed out all the points of interest - drove on down the beach quite a way & then came back up Michigan Blvd. I sure was impressed with the beauty of Chicago - so much so in fact that I would like to spend a week of

my vacation out here. Charlie thought that was an excellent idea. — He drove us around to the I.B.M. office & gave me a quick glance thru it as our time was running out. It is a nice office, however they are making a lot of changes in as much as they are consolidating the Chicago Service Bureau with the main office & they are just now in the midst of that shuffling. However Charlie told about some of the plans they have & it sure sounds good. Drove me over to the Central Station to meet the 7:45 train for Champaign. Charlie & Louise were right in the station with me. I was able to get a pullman reservation. I kidded Charlie & Louise about being Pop & Mom seeing their boy off. The station was packed & it sure was a relief when I got on the train — was surprised to find my reservation was actually a chair in the Club Car. It was the first I had ever seen that done. It was a swell Club Car — bar — radio & everything. Had dinner in the dining car — it was filled with sailor boys. At 9:00 Pres. Roosevelt talked on the radio — it came in fairly good on the radio in the Club Car. He made a plea to the striking coal miners to go back to work. It will

be interesting to know what they do now. I
 can't imagine them not going back to work.
 He gave a very excellent talk. The train got
 in Champlain about a half hour late or at
 10:45. Walked over to the Innman Hotel about
 a block from the station with a man from
 the Swift Co. whom I had talked with on the
 train. While I was waiting to check in a
 phone call came in for me & I took it
 at the desk. It was Mr. Clithero who is
 in charge of our Perior office. Charlie had asked
 him to call me about arranging to meet
 me at Chamute Field to-morrow. I hadn't
 seen Clem yet so I told him I would
 call back. Found Clem had checked in early
 in the evening. Called his room as soon as
 I got settled - he was just getting in from
 seeing the movie "Desert Victory". He came
 up to my room - told me he had Buckler
 down to the Hotel for dinner & had plans
 pretty well lined up for us to-morrow. Told
 me I had better plan to stay here until Tue
 noon. I called Clithero back & asked him to
 meet me at 11:00 A.M. Tue. at Chamute Field.
 Clem & I talked for awhile - took a bath - wrote
 diary & To-bed 12:30.

5/3/43 MONDAY:

Got up at 5:45 & met Clem at 6:30 in the lobby. Had some breakfast at a small lunch room across the street as the dining room hadn't opened. It was a beautiful bright day. Clem checked out of the INMAN HOTEL & at 7:00 we took a bus - Greyhound - to Chanute Field at Chanute Ill. It was about a 15 mile run. Met Mr. Buchler at the gate to the air field. Clem & I had to be checked in - I didn't have my brief case with me and I had left the letter and wire from Lt. Watson at the Hotel. Gee! I was disappointed to learn that. Mr. Buchler had arranged to have a Lt. Le Grand meet us at the gate so he identified us & got us in OK. so it didn't make any difference. Boy! Chanute Field sure is a large place - about 25,000 fellows in training. Buchler introduced us to Major Reglein who heads up the visual aids work. He then turned us over to Lt. Peterson who spend most of the morning with us showing us their production set up to make film strips or slide films. They are gearing up to turn out about 20 film strips per

month. Lt. Peterson introduced us to Lt. Forgie & Lt. Bannister who went over all the steps through which they pass in producing slide films. Showed us samples of all the art work etc. which they use. It sure was interesting. They do a very high class job and have it worked up to a real technique. At 10:30 Buckler stopped back & took Clem & I over to their training center on welding. It was by far the largest training center for this type of work that I have ever seen. Buckler gave about an hour lecture to 10 or 12 of the welding instructors on the value of visual aids as a teaching medium & the different types of visual material they have available. Clem & I sat in on the lecture - the room was so noisy Buckler had to almost shout to be heard - but he did a very good job. After the lecture he took us on a tour of their welding shop & machine shop. Then walked across to the cafeteria for lunch. I called Charlie Love & told him I had changed my plans some - said that was OK & that he would make reservations for me at La Salle Hotel for Wednesday night. After lunch Buckler took us back to the place

where he has his office. He left us in
 Lt. Peterson's office & arranged to meet us at
 3:00. Clem & I spent a couple of hours
 talking with Lt. Bannister, Lt. Forge & Lt. Peterson.
 Got a lot of information on production of
 slide films. Major Reglein came up & asked
 us down to his office. He seemed most
 willing to help us in every way he could.
 Had a nice talk with him. About 3:30 Mr.
 Buckler came back. He took us over to one of
 their movie studios where they were shooting a
 scene. It was a shot of Buckler beside a ^{movie} projector,
 supposedly looking at a film being projected. It
 was the first time I had seen a dolly used
 to take a picture. It was nothing more than
 a special build wagon on which the camera,
 camera man & his assistant ride. They had a
 lot of trouble & had to take it over 3 times.
 Buckler then took us over to their propeller division
 & showed us one of his special dark boxes being
 used to show a movie film right out in the
 laboratory. It seemed to be doing the job very
 well. He also showed us the instrument labora-
 tory which was very interesting. At 4:45 Buck-
 ler ~~to~~ loaned a car from a friend & drove Clem
 out to the Xantoul station. I rode along, we

had to hurry back as the gang gets out at 5:00. Clem & I had only one year between us which I had surrendered on the way out so Buckler had to stop & get it on the way in. I was surprised to find how lax they are in permitting people to go all over the place without any button or pass on them. Gode back to Champlain with Buckler & the boys he rides with. One of the fellows drives them out in an old wreck of a chevvy. Buckler had invited me out to his house for dinner so I got off at his home. Met Mrs. Buckler, who looked much older than Bruce also his youngest daughter Martha. The other daughter, Betty, who is at home was ill, she has a very unusual ailment - it is a recurring nervous disorder for which she must take shots at least once a month. These cause her to have a high fever for a few hours & then she is OK again. I didn't get to meet her. Mrs. Buckler had a swell roast beef dinner, she seemed like a very pleasant person. They have 4 children in all 3 girls & one boy. The boy & other girl are both married & away from home. The two girls at home are both married but their

husbands are in the Army. Had a nice chat
 with Bruce after dinner. He certainly in all
 wound up in visual aids. It is very interesting
 to talk with him. About 9:00 I left for the
 Hotel. Their house is near the University of Ill.
 so Bruce walked over to the campus with me.
 His home is a large 15 room brick & stone house.
 It must be an old house for it is much in
 need of repair - especially inside. I was a bit dis-
 appointed in their furnishings etc. not very
 elaborate to say the least - just an old style
 home. Bruce took me in the new recreation
 building on the campus it was beautiful. They
 have over 8,000 students at the Univ. so it
 really ^{is} a big place. Being dark I couldn't see too
 much of it. ~~It had a chance to~~ Bruce apparently
 is still very much interested in coming with I.B.M.
 On the way over to the campus he asked how soon
 I thought they would reach a decision on what they
 wanted to do on the visual aid project & of course
 I told him I just didn't know. Of course he in-
 dicated that the fact Clemmons & I had come out
 to see the set-up was an indication we were
 very much interested in it. After I left Bruce I
 stopped in a store - bought some collars and then
 took a cab over to the hotel. Called Rithers at

10:30 but he wasn't in his Hotel. He called back in a few minutes & I arranged with him to meet me to-morrow at the North Gate of Chamute Field at 11:30. Wrote some cards, took a bath & retired at 12:00. -
 Forgot - I wired Mrs. Gordon my secretary, to-night advising her that I had changed my itinerary, - sent her a night letter.

5/4/43

TUESDAY:

Up at 5:45 - dressed, packed & ready to leave by 6:20. Wrote Frank LeBaron to "Contact Morris at High School on projects for stage work." - Had breakfast across the street from the hotel - came back - got my bags and checked out. At 7:00 took a Greyhound Bus out to Chamute Field. Met Mr. Buckler & the boys at the West Gate. Had no trouble getting in this time as I had the letter and telegram from Lt. Watson. It was another bright day - I was struck it well for my trip, however the boys at Chamute tell me it is very unusual weather, the way they talk I guess the weather is usually as bad as it is at Endicott. Mr. Buckler turned me over to Lt. Peterson. I asked to see

The camera & set-up for taking the strip
 films so he turned me over to Lt. Joyce
 who took me through his studio, dark room,
 etc. and explained the entire set-up. It
 was interesting. At 9:30 the Major
 called a staff meeting so while all the
 Lieutenants were at the meeting I waited
 in Lt. Peterson's Office. He came back about
 10:30 & took me over to the Public Relations
 Dept. to see Lt. Watson who had made
 the arrangements for Clem & I to visit the
 field. I wanted to tell him how much we
 appreciated it & all - but he wasn't in
 his office. We waited about 15 minutes &
 then returned to the training school. Lt.
 Peterson left a message that he had been
 there & he said as long as we had got in
 an appearance that was all that was necessary.
 I got a kick out of seeing Lt. Peterson salute
 all the soldiers as they passed him on the
 field. Of course they all have to salute an
 officer. At 10:30 I went over to Hanger No. 1.
 & sat in on Mr. Buckner's lecture ~~on~~ and
 demonstration on the use of visual aids
 equipment. He demonstrated the dark box
 & all the various projectors. I got a kick

out of the room made by me of the instructor
 who sat down me at the back of the room.
 He apparently thought I was a member of the
 Training staff. He told me he thought Buckler
 was too "waxy" & that he was all wrong
 in trying to talk to the group while the
 16 m.m. short wave projector was running.
 The room was too noisy anyway - and I believe
 the fellow was entirely right in his criticism.
 At 11:30 Buckler & I returned to the Naval
 Air station & I bid farewell to the
 various Lieutenants I had met & thanked them
 for all the help & information. Stopped by Major
 Regier's Office to say good-bye but he was
 in. Bruce drove me out to the gate where
 we found Mrs. Clithero waiting. I invited
 Bruce to have lunch with me so we drove
 over to General. Had a nice steak dinner.
 Bid farewell to Bruce - thanked him for every-
 thing & told him I would like to see him in
 Indian country. He gave me an understanding
 look & said he hoped so too. On the way
 out from the field he had mentioned that
 he was ready to come anytime I, B.M., would
 make the offer. Said he could get a
 release from the Major's S.O. - but since

The Mayor may be leaving before long, he hoped
 I BM could come to a final decision before some
 other Officer took over their program. Clithero &
 I left for Peoria about 1:00. He had a '40
 Lincoln sedan & it was a beautiful bright after-
 noon so it turned out to be a swell ride.
 I was again impressed by the pattern of the
 land. Some beautiful farming country - dark
 rich soil & huge fields. Clithero was an
 interesting talker so it was all to-gather an
 interesting ride. Made fairly good time - covered
 the 90 miles in a little less than $2\frac{1}{2}$ hrs.
 Got in Peoria about 3:15 and drove directly
 over to the I BM Office. Clithero introduced me
 to a number of the people in his Office. He
 has a fairly nice set-up, but it seemed very
 small after seeing the Chicago Office. There are
 only 20 some people in the entire set-up. We
 spent quite some time talking in his Office - it
 seems he likes to talk. I called a Mr. Olsen who
 at the Caterpillar Tractor Co. & made arrangements
 to meet him over there at 9:30 the morning
 following. We left the Office about 6:00 - Clithero drove
 me over to the Hotel Pere Marquette & brought
 my bags over. It's actually only a block & a half
 from the Office. My first impression of the Hotel

was much better than that of Peoria itself; for the Pere Marquette is really a lovely hotel. Peoria however is a real industrial city & much of it is rather dirty. Clithero & I had dinner in the Peoria Room here in the Hotel which is a real classy dining room. After dinner we took a walk & did a bit of window shopping. There is a very nice shopping district & all in all I think many of the things I have heard about Peoria had been unjust for it is not a bad place to live at all. Got back to the Hotel about 10:50. Wrote a card to Mary for & to take to - night. Brought my diary up to date - took a bath & to bed at 11:30.

5/5/43

WEDNESDAY:

Up at 7:00 - had breakfast in the Coffee Room at the Pere Marquette. Met Wendel Clithero & had breakfast with him. He went on over to the office & at 8:00 I went in the Barber Shop, got a hair cut. Then did some shopping, got Mary a fancy pin to wear on her black suit. Also got some things for the kids. At 9:00 I walked over to the IBM office. Wendel drove me out to the Caterpillar Tractor Co. Had no trouble getting in to see Mr. Owen. Owen turned

out to be a fellow much like Max Blum. He
 sure treated me swell - gave me outlines on all
 their many training programs. They sure have a
 complete set-up as far as industrial training goes.
 I was surprised to learn they take boys 16 yrs.
 of age, sophomore in high school, & put them in
 their apprenticeship programs. They give them the
 balance of their high school training & when it
 is completed the boys are given their high school
 diploma. They sure have a nice training set-up.
 Iwen took me thru their various class rooms &
 took me on a tour of most of their plants. Their
 main product is that of large caterpillar tractors,
 road building machines - also now making large
 transmissions for large tanks & large gun mounts
 for 75 mm guns. Had lunch in their cafeteria
 which is the 2nd largest in state of Illinois. It will
 seat three or four thousand. They have over 15,000
 employees so their plant is about twice the
 size of our at Endicott. I was surprised to learn
 they have job Relations training sessions at
 Caterpillar. I don't why they are so slow
 getting that started in N.Y. State. After lunch
 Iwen took me thru their apprentice set-up
 also through their pattern shop & foundry. It sure
 is a huge place & still expanding. Their

shops are not as modern as some but much
 more extensive. About 1:30 he drove me over to
 the Hotel, it was only a 5 to 10 min. ride. I changed
 my film in the Leica - took a couple pictures from
 the Hotel window. Called Wendel to meet me
 at the Hotel. Checked out about 2:00. Wendel took
 me for a turn out then Grand View Park & the
 nice residential section of Peoria. Some beautiful
 homes - I kidded Wendel about knowing now that
 what I heard about Peoria being mostly shacks
 but it was all wrong. I took some pictures.
 He had made reservation for me on the
 Rocket which left at 3:00 so we got back to
 the station about 2:40. Took a picture of the
 streamlined Rocket - it sure is a beautiful train.
 I had a seat in the observation car - it was
 very nice. Thanked Wendel for all his help -
 he sure had treated me well. Boarded the
 Rocket at about 2:50. It pulled out at exactly
 3:00. After riding on trains in the East it seem-
 ed amazing to see people pull their watches
 out & set them by the starting of the train.
 Being electric there was no jerk in starting like
 there is with the steam locomotive. I sat right
 up to yard 60 or better & for at least
 5 miles out of Peoria it kept the wheels on

horn wide open. I guess there must have been
 a lot of snow. I looked out the back window
 for quite a ways. It was really amazing the
 way that train ran up distance. I almost
 frightened you especially on the curves. The
 Rocket pulled in the La Salle St. station
 in Chicago exactly on schedule 5:45. Take
 cab to the La Salle Hotel, checked in
 & sent my bag up to my room. Then walked
 up to the FBI Office, which was just up
 the street a couple blocks, to see Charlie.
 Found he was out so I left a message &
 returned to the Hotel. As I came in the
 lobby then met Charlie. He found I had
 checked in & was having me payed. Charlie
 & Red Seganton a salesman at the Office were
 having dinner so I joined them. Charlie
 asked me to join he & Red on a tour of
 some of the Army installations of our equip-
 ment here in Chicago so I took him up on it.
 Walked back to the Office with them about 5:30.
 Met Major Gallagher & about 700 & Lieutenants.
 The Major took us up the street a couple of
 blocks to the Headquarters of the Sixth Service
 Command or actually the general dept. for that
 branch of the Army. Time he turned around on

the radiotype installation. I saw the first one
 I had ever seen. Two messages being received
 by radiotype from Washington D.C. The Major
 then showed their entire tabulating & record set-
 up. I saw very interesting. After that we walked
 over a couple of blocks to the Chicago Regional Office
 of War Finance & Ltr. Kelly, the operation officer
 explained their set-up which was one of the
 largest installations I had ever seen. Charlie
 & I returned to the office about 2:15. Then we
 took a walk, did some window shopping - had a
 chocolate soda. Boy, I sure am getting tired by
 that time. Charlie wanted me to come out to
 his home for the night but I turned him down,
 thought - in as much as I had already checked
 in at the Hotel, it was foolish to make the change.
 Got to my room about 10:15. Wrote some
 cards to - night - Raymond, Dorothy, Dad &
 Bryan. Took a shower & to-bed at 11:15.
 It got very warm to-day - just like a
 summer day in Peoria & it was the same
 way in Chicago this evening. I kept won-
 dering what kind of weather they are having
 back home. If it has turned warm I sure
 know the place - the leaves will be out & it
 may look entirely different from when I left.

5/6/43

THURSDAY

Up at 7:30 - Boy! I sure had a swell night's sleep. Had breakfast at the Hotel La Salle & then walked over to the I.B.M. Office about 8:45. ^{Sent a telegram to Mary also with a check for \$35.00.} ~~dictating~~ He introduced me to Mr. Han, one of the salesmen, who drove me out to new Buick Motor Division "Plant" of General Motors which is about 15 miles directly West from the center of Chicago. It was another very warm day but looked rather rainy. George & I were pointed out all the many points of interest on the way out. He drove me all the way around the plant before we went in. It's an entirely new plant & a very modern looking one. George sat in the plant with me as he knew much of the extension - he has the I.B.M. accounts for the plant. We went to Mr. Howell's office. He is Assistant Personnel Manager. I was surprised to learn that they do not have a summer training program - in a matter of fact they have not yet training set up at all. They did have a former training program which they had just started. Mr. Howell took us down the bottom floor of the plant & showed us the classroom or former conference room. Showed me

some charts they had made up for their per-
 sonal conferences which ~~looked~~ looked like a good
 idea. Howell didn't seem to be willing to
 show us the machine shop as I didn't ask
 to see them, however I was a bit disappointed
 for I would like to have seen them building
 the air craft engine. Mr. Horn & I left about
 11:30 & he took me for a tour of all
 the industrial area of West Chicago - drove
 by the Sundbake Plant, Hawthorne Works of
 Western Electric, Aluminum Co. of America's new
 plant to mention just a few. Also drove
 by about 3 miles of small plants all built
 in a row, called Combined - Industries. Among
 these were Lady Esther, Reprodent, Several soap
 companies etc. We stopped at the -
 Restaurant for dinner. It was a swell place.
 much like a club, met Mr. Hickey of the I.B.H. &
 ate with him. George drove me back to the
 office - got there about 1:45. About 2:00 Charles
 & I took a cab over to the Navy Pier to see
 their training set-up. Saw Lt. Service who
 is Assistant Educational Officer at the Pier. He
 showed us thru most of the classroom &
 work shops. They have about 1,500 boys in the
 Pier all being trained in various phases of

aircraft maintenance for the Navy. It was a
 very interesting town - saw a large wing
 section salvaged from Pearl Harbor. It is now
 being used for student welders to practice on.
 Charlie & I sure saw a wholesale training
 job being performed. It was not nearly so
 neat & orderly as the job I saw at Chanute, ^{Kan.}
 I guess they had a better set-up at Chanute
 Field. Charlie got a call from Wally McDowell
 while on the Pier. He wanted Charlie to inter-
 view some girl in Chicago for the Engineering or
 Drafting Class we are going to start at Endicott.
 Charlie & I walked back down town Chicago from
 the Navy Pier. It was a beautiful warm after-
 noon & I sure wished I had my camera with
 me. However it was a bit hazy to take good
 pictures. We walked down a part of the Butler
 Drive which was a beautiful walk. Had a swell
 view of the Chicago skyline. Went in Marshall
 Fields & did some shopping when we got down
 town. It sure is a beautiful store - the largest in
 Chicago. Bought Mary a lovely bottle of perfume
 for Mother's Day. Also bought some toys for the
 kids - they had one of the nicest toy dep'ts. I
 have ever seen. Charlie looked at some hats but
 didn't buy any. My he has a big head 7/4.

Walked on back to the Hotel & Charlie walked over
 to the office. I checked out at the Hotel & then
 carried my bag over to the office where I met
 Charlie. Charlie was a bit undecided as to where
 we should have dinner - he wanted to take me
 to one of the nicest places in Chicago & didn't
 know which one to pick. I told ^{him} I had heard
 about how lovely the Drake Hotel was so he
 decided to ~~go~~ dine out there. It certainly is
 a lovely hotel & I guess Charlie showed me all
 thru the various dining rooms & lobby. We ate
 in the Cape Cod Room which is a very quiet
 place with much atmosphere. Had a small fish
 dinner. Had a nice chat with Charlie, he asked
 me a lot about Fobbe & we looked over the
 entire educational dept. Told Charlie about
 the possibility of my going to take a Summer
 School Course on Education. He didn't think
 much of the idea at first - said I had more
 from actual experience than I could ever get
 in such a course. However after I told him
 that ^{I asked} Mr. Watson was back & so he changed
 his tune & suggested that I come out to
 The University of Chicago, even suggested I bring
 the family out & take an apartment here in
 Chicago for 6 weeks. Charlie invited me several

times to bring Mary & come out to Chicago
 for my vacation. If the gas situation was
 really so we could drive I believe I would
 seriously consider it. After taking Charlie
 drove me over to the New York Central Station,
 he helped me carry my bag into the
 station - it weighed nearly a ton it seemed.
 Charlie sure had been swell to me on my
 visit to Chicago - all I can say is he
 sure is one swell fellow. He has a
 swell organization in the Chicago Office &
 I believe is doing a real job. - Got the
 8:00 train out of Chicago - I sat in the
 Club Car and read for about an hour - then
 turned in early as I was dead tired. However
 I knew I wouldn't get to sleep that early in
 a pullman so I sat up & scribbled off a
 couple of Thankyou letters before retiring about
 11:00. And I mean scribbled for the way that
 train tossed you around you couldn't do
 anything else. Retired about 11:00

5/7/43

FRIDAY:

The porter called me at 7:00 this
 morning - I was surprised however when I
 looked at my watch & saw that it was

6:00 - I always forget about leaving an hour early East from Chicago. Got off at the Terrace Station in Buffalo about 7:40. Checked my bag & walked over to the Station Hotel which was only about 3 blocks for breakfast. It was a very foggy morning in Buffalo - I couldn't see the hotel sign until I was nearly by it. Had breakfast in the Coffee Shop at the hotel - then since my train didn't leave Buffalo until 9:40 I retired to the magazine where I made good use of one of the writing desks to bring my notes in this book up to date. Left the Station about 9:00, ~~and~~ took a cab back to the Terrace Station - picked up my bag & took the same cab over to the Lackawanna Station. Had to wait about a half hour before getting on the train. I had a chair in the Pullman Car & I sure made good use of it. Had the porter put up one of the little tables that hook on to the side of the car & I used it as a desk. The train, "Lackawanna Limited", left Buffalo at 9:40. It kept pretty well on schedule all the way down got in Vestal at 1:40 - Mary was there to meet me - she had been at Plunket Nelson's for a luncheon & stopped over to get me.

I drove her back to Welles & then drove on
 over to the office. The car had the new clutch
 in & worked some different from what it
 did when I left. Everyone at the school
 welcomed me back - it seemed that I must
 have been away for months instead of just
 a week. I saw Artin about sending complemen-
 tary copies of our lesson material to some of
 the people I met on the trip. He agreed
 that it seemed the proper thing to do &
 suggested that I send them out personally
 instead of from the company. I also gave
 Dwight a very brief report on my trip &
 my personal reactions to Mrs. Baechler &
 her work. I told him quite frankly that I had
 had a somewhat inflated opinion of Baechler,
 but explained that I was very favorably im-
 pressed with his work. I had Mrs. Jordan stay
 until 6:00 to get out 11 Thank-you letters to
 the various people I had contacted this week.
 I also arranged to send lesson material to
 the four places I had visited as Mrs. Artin had
 suggested. Discovered Miss Van de Water at Science
 Service had tried to contact me this week so I
 called Miss Van de Water - she said the material
 on Fundamentals of Thor Work wouldn't be ready

for final lay-out until week after next. I came home about 6:15 as I was anxious to get home to see the birds. They of course were very anxious to see me but just as anxious I think to see what I had for them in my suitcase. I always get a kick out of them - they are so thrilled over every little thing I bring them. Mary was pleased to get her pin too. I washed, shaved & changed my clothes - then about 7:00 I drove down to the Hotel Frederick to get Rumwell. It was raining hard & the wind shield wiper didn't work so I had to stop & fix the vacuum hose. Had Rumwell out for dinner - Mary had also asked Grace McLeod over. He was out of town so Grace came over alone. Had a very pleasant evening. I showed some slides & a couple reels of movie. About 10:15 I drove Rumwell back to the Hotel. He was telling me how he expected to join his wife on the West coast in a couple of weeks. Read the paper when I got back - to-bed 11:30.

5/8/43

SATURDAY:

A warm rainy day. Drove down to the office about 8:15. Had a busy morn-

ing trying to get caught up on all the things that piled up while I was away last week. Drove home at 12:15 for lunch & after eating & reading the paper for awhile Mary drove me back to the office. I was there by myself & had a chance to go over all the correspondence that I didn't get ^{to} before. Cliff Burrin stopped in & I had a long chat with him. He told me Kirk had him talk to the foreman about safety at the Foreman & Sigewison meeting last Thursday. I believe Cliff is getting along OK on his new job & he seems to like it very much. Mary stopped down for me at 4:00 - it was raining hard so we gave up our idea of doing some shopping. Mary wanted me to take her to the movies to-night but I refused as I had too many things to do at home. As it turned out I didn't get much more done than to do some work on the lounge turn table unit. Gave Mary her Mother's Day present this evening - I wouldn't wait until to-morrow. She was very much pleased with the two small bottles of perfume I bought at Marshall Field's in Chicago. To-bed 11:30.

5/9/43

SUNDAY:

A bright, sunny spring day. Got up about 8:00. Did some work on the car - put in the new water container for my wind shield washer. Also cleaned out the inside of the car. At 10:45 Mary & I rode to the First Congregational Church in Bing, with Dwayne & Jean Linton. Mrs. Linton had to stay home as she had a new maid. Mrs. Clemmons "Lannie" also went over with Dwayne. Clem had gone earlier & taken Rollin to Sunday school. It was the first time Mary & I had gone to that church. Rev. Mr. Ray gave a very good Mother's Day Message but other than that I wasn't particularly impressed. The Jarvis' came in late & sat right in front of us. We saw quite a few I.B.M. people. After dinner I put on some old clothes & got to work on fixing up some electric wire extension etc. Then Mary & the kids wanted to take a walk so I got out one of Bob's bikes & went with them. We tried to fly the kite but broke it so I gave up the idea. It was a beautiful afternoon, I got out my bike & took a short ride. Rollin Clemmons & one of the De Venter boys went with me on their bikes. I only rode up to the Bing.

Country Club & bank. The boys had some fun riding Babes little bike. I also let them play with the toy parachute I got for Barbara & the bonnet I got at Chicago. I installed the airplane type weather vane on the top of the garage. It sure looks good. After I got it fastened I decided to paint the hinges so they wouldn't rust so I mixed up some aluminum paint & did the job. Mixed up enough paint to do the Mail Box too so I went ahead with that job while I had time & was so inclined. It looked swell. Mary had some supper for me about 6:00. This evening I spent here in my study doing some work I brought home. Called James the contractor on the job of the drive & found he intended to finish it up next week if the weather held out. To-bed 11:00.

5/10/43 MONDAY:

Was terribly disappointed to find it raining when I got up about 7:15 this morning. That meant of course that there would be no more work done on the drive to-day. Mary drove me down to the office about 8:00. Had the usual busy morning. This noon I had lunch at the cafeteria. Rich

sent me over a letter to-day which he had received about a ultra high speed movie camera - asking me to see him about it. I went over to the lab. to see Ralph Palmer about it - he is the only one I could think of wanting to use it & I found that he had a camera which he had developed himself & that would do the work he needed. I tried to see Kirk this afternoon but he was busy all the while. He had a meeting about 4:00 of all the office people who had signed a petition to go on a

. I don't what he told them, but they sure looked intent when I looked in the window at them as I went by. Had a chat with Dwayne this P.M. & told him my reaction to the inadequate arrangements we have thus far set up to provide visual aids - mentioned again what I had seen at Chanute Field & recommended again on establishing a separate dept. for this type of work. Dwayne said he was glad to hear me say that & that I was now one of his converts. He suggested that Clem & I make a join report on our findings at Chanute Field which he, Dwayne, could

ran on to Bibby. Got home at 6.00 with
 Duane. Spent most of the evening here
 in my study preparing a report on my
 trip last week. Had to take time out at
 9.00 for a practice blackout. It was the
 first one I had witnessed ^{live} from the hill.
 It was interesting to see the lights go
 out all down the valley & then come
 on again. They let the street lights come
 on again after about 10 minutes, but they
 made everyone keep the house lights out
 for a half hour longer or more. It seem-
 ed silly to me what with all the street
 lights & highway lights on. I tried to get
 by here in my study by having the
 shades down tight but one of the air
 raid wardens came to the door & said
 they could see the light so I had to
 go out of business until it was all over.
 To bed 11.30.

5/11/43

TUESDAY:

Another rainy day - honestly I don't
 know when they will ever get the drive-
 way finished. Drove down to the office
 about 8.15. Spent some time this morn-

ing calling up a number of the premen who acted as leaders in our premen conference to interest them in going over to the Y.M.C.A. to hear MacLay conduct a session on conference leadership to-night at 7:30. As usual most of them couldn't make in & those who said they could later called back & said they couldn't for some reason they didn't think of when I spoke to them. Had lunch at the Cafeteria with Van Borden. After lunch I drove down to Weeber garage & had my tires & wheels switched around on the Buick. On my way back I stopped at the Mobile Gas Station in front of the plant for gas & found that they were all out & didn't know when they would have any. He told me there was no mobile gas in town - I knew Weeber had gas so I went back & had 15 gals. but in & filled the tank. The gas situation seems to be getting worse. I got a call from Gene Link this afternoon he is very much concerned about the possibility of running completely out of stock on our text book. He said they had about 150 copies left. Wanted to know if it would be OK if they wrote Mr. Watson or called at his

office to explain the whole situation. I told him I would prefer to talk to Mr. Briton before answering that question. Since Dwayne was over to Bury attending a meeting, I told him he would call in the morning. Had quite a chat with Dwayne when he returned to his office - he actually came back while I was talking to Link but I didn't know it. Gordon Packard came in Dwayne's office while I was there & we explained the situation to him. Dwayne has no objection to their seeing Mr. Watson - however indicated he would like to talk with Link & mentioned that both he & myself might go over to Albany to see Gene at our earliest opportunity. Had a very busy afternoon. Went out to dinner at 5:45 - ate at a greasy spoon on North St. was back at 6:00. He too fast as usual. Cliff Burris called & said he couldn't go to-might so I had him stop over & I went over the demonstration he was to put on at the meeting to-might. I thought if it was necessary I would put it on for him. Cliff sure is a busy man these days - he has a big job to get on top of all that Safety Program. At 7:00 I drove over to Binghamton all by myself - the only man that could come from IBM was

Pete Fox & Bob Wells and there happened to be over to Bing. The meeting at the Y.M.C.A. turned out to be rather disappointing at least in numbers. Ray Jarvis didn't show up for the meeting so other than the 3 men from IBM there were three other men & Stan Evans and MacLay. In other words 8 in all. Charley Fugy was the only one there from Agfa. Ray stopped in during the meeting & gave me some math book to take back to the school for a class tomorrow morning at 5:50. It was a fairly good meeting. One of the men put on a demonstration which was only fair. It broke up about 10:15. Near the close of the meeting MacLay asked me why it was ~~they~~ we couldn't get more men out to these meetings. I wondered why he asked me for I at least had 2 other men from IBM. I laughed & said I didn't know why he asked me when here sat Charley Fugy a leading executive of Agfa & no other men from his company & after all IBM is just one of the industries in our valley of opportunity. I guess I put Mac sort of on the spot. We all had a big laugh out of it. However I made the suggestion to Mac that he advertise the meetings more I don't know he took the

suggestion but I made it clear that I thought the whole set-up was very poorly handled & I really believe it is. Had to stop by the school & leave the books before coming home. The meeting broke up about 10:15 & I got home about 10:45. Mary had been out to the American Legion with the McCauld's & the Hayen playing bridge & had gotten home ahead of me. Read the paper - to bed 11:45.

5/12/43

WEDNESDAY:

Another rainy day. It being late when I got in last night I didn't go in to the office until about 9:00. Went over to see Mr. Barton this morning & took my rent check over. I had been carrying it in my pocket for nearly a week. Had quite a chat with Mr. Barton & ~~told~~ told him how sorry I was that the men had been so long getting the drive in, however I told him I knew it had been the weather that had held the job up. Spoke to him again about the water in the basement & again suggested the drain across the basement floor. Somehow he doesn't seem to favor that idea. Explained he wanted to get in city water as soon as possible - in fact he

said he wished the pump would go on the ~~tent~~ pit, & that he might then be able to swing the deal on getting city water. I also questioned Mr. Barton about having a fireplace built in the back yard. He suggested I use the fireplace they had built up in the IBM park & further suggested I use the rocks for a rock garden so I didn't get very far with that idea. I got a letter this morning from Dave Sanford who is in N.Y.C. this week attending the J.M.T. Institute. He said Kirk had looked in at their training program at Pk. last week & had made some suggestions & criticism, he also told me that they were moving the training quarters the first of the week & suggested that I had best come to Pk. next Monday as there would have to be a number of decisions made in which I would be interested. Had lunch at the cafeteria this noon. This afternoon I went over to see Mr. Kirk about a letter he had sent me on a high speed camera. I asked him his opinion on our training program at Pk. & he told me they were not doing the job he wanted done. Cited a case of a woman in the plant doing a job very slow & in -

efficiently. Of course I didn't expect him to say anything good about it - but I do think there is a good point to Charlie's philosophy - that of getting results no matter what the method I approach. He suggested going around & working with the foreman & training them in their responsibility in training by examples in their department. I told Charlie I was going to P.I. on Monday & he said I should go & be sure to quote him on his opinion of the training program & do all I could to improve the set-up. He said he had taken Bill Main & Jimmy Johnston apart on the situation at PK - boy I believe he really did from what he said. Had a busy afternoon trying to get out my complete report on my trip last week. Used Valla for some of the dictation. Mr. Orton called ^{Frank} to-day & had quite a talk with him about the set-up on our lesson material. He called me in the office to hear what he had to say. I believe Gene is going to see Mr. Watson or perhaps Commissioner Wilson his boss will see Mr. Watson. At 6:15 Cliff Burrus rode over to Lion Club with me. I introduced Cliff as a new member to-night. Bud Austin was there & introduced as a new member

to night. Rev. Pickie from Bing was the speaker - he gave a very good talk on the "Business of Journalism". The talk was very fitting what with the new members. After the meeting I drove Cliff back to the plant & also took Bud on up to the Homestead. He is looking forward to spending next weekend with his wife & family in Cincinnati. Home about 9:00. Read the paper & designed some circuits for my double turn table outfit. To-bed 11:00.

5/13/43 THURSDAY:

A beautiful sunny morning - Mary drove me down to the office about 8:30. Had the usual busy day. Had a long chat with Alf Malmros this morning on the design of a dash box or daylight screen to be used in our factory training dept. He had some darn good ideas on it. Arton stopped in the office & I introduced him to Alf. He spoke to Alf about a special demonstration plug board & Alf gave him some ideas on it. Had lunch this noon at the cafeteria with Van Gordon & some of his instructors. After lunch Larry Doubleday showed Van & I thru the new section they are building & equipping to double the size of the

present cafeteria. This afternoon I had a chat with Mr. Orton - he told me he had received word from Mr. Nichol to send a copy of Precision Measurement to a woman in Texas whom had written to him for a copy. This seemed almost funny what with Watson's request that none of this material be distributed. Orton wrote Nichol & gave him a brief report on the status of the matter at the present time. Dwayne keeps telling me that this matter has given him more trouble than anything else since he has come with IBM. Remwell was in his office when we were discussing the matter & Remmy admits the whole matter now is a hot potato. I personally think the whole matter is being terribly mishandled at N.Y. What with the more than 300 requests at the present time for nearly 3000 copies of our lesson material & our weak excuses for not sending any material can have only one result - that of causing the loss of good will for IBM. I will say however that Dwayne is doing everything he can to expedite the manner. Many stopped down for me at 6:15. It was raining a little. Elmer was here at home - mowing lawn. The men had been here to-day & laid some more concrete.

After dinner I walked up to where the Martins are going to move in & took Elmer up with me to look over the house situation. Bud had asked me to have it moved for him & boy it sure did need it. I sat up to - night to develop a couple of films & found I had no hypo - Mary had Elmer come in to see my dark room & he said he would ride his bike over to Johnson City & get the Hypo so I sent him over for it. I developed the pictures I took on my trip last week. - Barbara has been sick to - day & to - night she seems worse - Mary in afraid she is getting Spanish. She called the doctor but she was out. There is a lot of Spanish around now so it is quite possible that this is the case. To-bed - 11:15

5/14/43

FRIDAY:

A beautiful bright warm day. Drove down to the office about 8:30. Ray & I walked over to the factory this morning to see Bob Hyde & the instrument he invented to use in making perspective drawings. Ray & I are considering using it in one of our Sunday School Classes. Had lunch at the cafeteria with Ray & then we walked down town. It was the first real nice day

we have had for weeks. Ray got a hair cut so I walked back alone. I decided to get my car washed so I drove it back over to Howard Meekins & left it there. Walked back to the school - met Duwayne & he walked back with me. He had been shopping for records & had two albums with him. This afternoon Ray & I went over to the Planning Dept. to see Fred Fredlie & Harry Steward about teaching a course in Carbology Cemented Carbide in our summer session of Factory Schools. I also went over to the lab. to see Alf Malmros this afternoon & we discussed the idea of the daylight screen or dark box and got some more plans laid for the project. At 5:30 Ray drove me over to the garage & I got my car, - it was clean but the finish has gotten so bad it still looks terrible after it is washed. I'm going to have to ~~it~~ painted it if it is to look like anything this summer. Stopped by the Office before coming home at 6:00. After dinner to - night I sat up & printed the pictures I took at the Lovers in Evanston week before last. They turned out fairly good. Mary helped me some. To - bed Mother & I called this evening & told Mary ^{that} Anna had her baby to - day - a baby girl, Elizabeth. Baby some better to - night. To - bed 11:30.

5/15/43

SATURDAY:

A bright sunny day. Drove down to the office about 8:15. Had a meeting of the entire Factory School Dept. about 9:00. Explained why there was to be no Saturday Mornings taken off to make a longer weekend - must keep on Army Navy E, etc. I did what Charlie Ferk suggested & took a walk thru the plant this morning & talked to several of the foremen. Also saw Tommy Davis - was surprised to learn that Mr. Lewis is interested in having the acting foreman or alternate foreman given a foreman training program similar to our program we just completed for the foreman. I sure was glad to hear that - we had tried for the past several years to have management let us do that - but could never get them interested. This time it is being started by management so I hope it will carry thru. Came home at 12:15. After lunch I drove Mary down to the meat locker - then we went over town - Mary had to go to Miss Watts to have a temporary filling put in - while she was there I did some shopping. We stopped back up to the house & left the things we had in the car &

then drove over to Binghamton. Stopped at
 Cluner & got a hair Mary had covered.
 When I got home I discovered I should have
 had the car lubricated so I drove down to
 Endicott & stopped in Smith Bros. on Watson
 Bldg. It's a new place & a darn good one. I
 was very favorably impressed both with the
 garage & with the man. He has a rocking
 device that keeps the car rocking while he
 lubricates it - so the grease can get into
 the joints. He showed me some new kind
 of pulls they are using in gasoline ~~to~~ now to
 make it anti-knock. I bought 12 for my
 tank full of gas. They are only 3¢ each so I
 thought I would give them a try. Geo. &
 Lucille Wtys & Mrs. Hing came over for
 dinner this evening & Mildred had a swell
 dinner for us. The Wtys are moving to White
 Plains on the 26th of this month. We
 played some Michigan Rummy & also showed
 some movies. Geo. brought some of his
 movie over. Had a swell evening. Got
 things ready to leave for N.Y. before retiring.
 Packed my bag etc. To-bed 12:50.

5/16/43 SUNDAY:

Cloudy & rainy this morning. Got up at 6:00 - rushed around, had breakfast & left for N.J. at 7:00. Couldn't get anything but low test gas yesterday & the car knocked terribly. It rained a little thru the Poconos & threatened rain all the way down. Made good time considering the fact that we drove 35 miles/hr. or slightly over. Got down to Mother V. about 11:15. She & Eleanor were surprised to see us. Eleanor was getting dinner for Jack, Jim & Bob, the boy who has been living with Anna & Jim, so she invited us to have dinner with them. After dinner Mary & I drove up to see ~~the~~ Emma & young Bill - boy how he had changed. I took some pictures of him. ^{Stopped in to see Dad & Betty, asked Betty to go back with us.} Mary & I then drove on down to Somerville to see Anna - stopped at a green house & got a dozen roses for Anna. Thought we might have some trouble getting in to see Anna but it worked out O.K. Anna was fine - had to tell us the whole story. We drove on down to Plainfield to see Bill & Janette and the new baby. Found Bill away in his Victory Garden - Janette was feeding the baby. I called Mac & Ada but couldn't get them on the phone. Also called Ray's & got Herbie on the phone.

We drove on down to see Ray, Honey & the boys... Had a nice visit with them. Took some pictures of Ray in his Victory garden. Called Dot & arranged to stop in to see them. We left Ray's about 6:00 & drove over to Cranford. Found Dot & Jack had been painting a bed room to-day. Dot had us stay for a salad - had a nice visit with them. Left about 8:00 - stopped in Somerville & got some Hi-test gas. The car clutch seems to be giving some again, just had a new clutch put in. Stopped in to see Dad & Betty again & found Betty had made up her mind to go back with us. Stopped at Meridun & got some ice cream for Mother & the folks. Jim was here, ~~when~~ I got my sugar on the new baby. Mother & Mary had their usual gab session - they sure do enjoy talking to each other. To-bed 11:00.

5/17/43 MONDAY:

Mother & V woke me up at 6:00. We saw Jack & Eleanor off to work. Had breakfast with Mother, packed & left about 7:00. Drove down to Betty & Dadi - Betty was all ready to leave with us so we were soon on our way to Poughkeepsie. It was a foggy, rainy

morning. We went by the way of Mountain,
Suffern, Haverstraw - cross the Bear Mts.
Bridge & up the east side of Hudson to Pk.
 It rained part of the way. We arrived at
 the plant about 10:20. I left the girls & they
 drove on into Poughkeepsie. Spent the rest of
 the morning with Dave. At noon we went
 down to the old office bldg. to look over the new
 location for Dave's office & class room. He has
 to move out of the main office in the cafeteria.
 Had lunch at the lower cafeteria. It cleared
 off after lunch & was a terribly warm afternoon,
 just like mid summer. Mr. Pin is still ill &
 not at the plant - saw Ted Marteson & he
 told me he expected him back to-morrow.
 Saw Bill Main after lunch & had a nice
 talk with him about the whole training set-
 up. Told him what Girk had said about it &
Bill indicated that Charlie saw a couple of
 things which were just unfortunate in as much
 as they were not indicative of the entire program.
Bill seemed quite pleased with the program but
 agreed with me that there was room for im-
 provement. He seemed anxious to have Dave
 get the J.M.T. program started. I had Dave
 come over to Bill's office & we got his approval

on the summer session). Factory School for
 plant &c - also advised Bill that we would
 start J.M.T. sessions next week. - Bill seemed
 to be most cooperative & seems to like Dave
 & the job he is doing. He asked me to speak
 to Helen Marie Dunn about Dave's deferment.
 I spoke to Helen & found he is deferred for
 12 months from May 1st so that was good
 news. - Had a long talk with Dave on all
 phases of the training set-up - was anxious
 to learn how he & Ben Rose had made out
 at the J.M.T. Institute last week. Dave
 didn't have very good news to report. I was
 almost shocked to learn that Ben did not
 make the grade & that Sam Magill would
 not certify him for J.M.T. sessions. Dave
 claims that they give the material to you too
 fast & violate just about every good teaching
 practice in the Institute itself. He made the
 grade but said it was really a tough grind.
 I had a chat with Ben Rose & he didn't seem
 too interested in J.M.T. - poor Ben he seemed
 just licked - I guess he has had some
 tough luck along the line somewhere. Dave
 & I took a walk thru the shop - I told him
 what Kirk had said about getting out into

the plant & working with the foreman. I ad-
 vised Dave to do more of it & he promised
 he would. Mary called about 3:00 - I told her
 to drive down for me as I was about finished.
 Dave walked out to the car with me & met Betty.
 I drove up town Poughkeepsie & stopped around to
 Mitchell's store. Saw Charlie & paid him for the
 double turn table outfit. Was surprised to learn it
 was only \$21.⁰⁰ instead of \$32.⁰⁰ as I had expected.
 Had a nice chat with Charlie - Mary called Della
 to tell her something & I talked with her for a few
 minutes. Betty had a hat to return which had
 bought this morning & decided that she didn't want
 it. I stopped in Apex Photographic Shop & bought
 a electric timer for my dark room. We left
 Poughkeepsie about 4:30. Stopped in Newburgh for
 gas - could get only 3 gals. Stopped again in
 Bloomingburg & got the tank filled. It was a
 very warm afternoon & evening - just like sum-
 mer at last. Stopped in Motacello for dinner.
 Had a thunder shower while we were in a
 dinner - drove thru another one after we got on
 our way out of town. Stopped in Hancock for a
 drink. Mary drove part of the way. Got back
 about 10:00. Unpacked & turned in about 11:30.
 The warmest night we have had thus far.

5/18/43

TUESDAY:

Didn't get up until 8:00. Mary drove me down to the office about 9:15. The clutch on the car seemed to be sticking on the way back from P.K. so I drove around to see Ben Hansen. Had Ben drive the car around the block. It seemed to work OK for him - he claimed the chatter that I had noticed was probably due to the light winter grade of lubricant in the transmission. Had Mary get the lubricant changed this afternoon. Got to the office about 9:30. Had a very busy day - got a note from Daise Bibby to call a meeting of the Vernal Axis Committee - saw Duwayne & arranged to have the meeting tomorrow at 4:30 in his office. Had lunch in the cafeteria. This afternoon I walked over to the plant saw Bud Austin & talked to him about my visit to Plant #4 yesterday. He seemed most anxious to get my every reaction. Also saw Cliff Burris & we checked on the boys who are taking colored slides to be used in the safety meetings for new employees. It was very warm to-day - wore a summer suit for the first time this year. Mary stopped down for me at 6:00 - she had Betty & the children with

her. After dinner to-night I drove over to the I.B.M. Homestead & got the big Moss that Cliff Mitchell had made up for the girls dance they had last Saturday Night. I expect to use it in our play room if Barton ever gets the water drained out of it. Mr. & Mrs. Atkinson came over this evening. Betty had brought the movie of her wedding, with her so we showed them & also the slides I had taken of her wedding. A very warm evening & worse luck we find there are no screens for the house. To-bed 11:15

5/19/43

WEDNESDAY:

Another rainy day - Boy this sure has been one rainy week! Mary drove me down to the office at 8:30. Called Sam Morse about getting the props for J.M.T. to send to Dave Sanford. Had Mary stop down at 10:30 so I could drive over to Bing. to get them. She had Betty & the children with her. They did some shopping while I stopped in the Court House to see Sam Morse. I drove home for lunch about 12:00 with the folks. Mildred had a swell dinner for me instead of just a lunch. Mary drove me back to the office about 1:00. We dropped Betty off at school. I got back to the office in time to hear Prime Minister Churchill's

address to the Congress. It was the usual stirring address - I always enjoy hearing him. Got a call from Miss Van de Water from Washington this afternoon. She informed me that she is now making the preliminary layout on Shop Work. We had another meeting of the Visual Aids Committee at 4:30 in Mr. Deaton's office. Bibby didn't get over for it, but everyone else was there. Dwayne acted as Chairman - the committee agreed very definitely that we should get someone from the outside who is experienced to supervise the Visual Aids Program. Clem & I reported our findings at Chamute Field to the Committee. I got a ride home at 6:00 with Lobby Crawford. Mary, Betty & I went over to Binghamton to - night to the movies. Saw Abbot & Costello in "It Ain't Hay". Mary got Hazel, the little girl down the street to stay with Bob & Mary Lou as it was Mildred's night off. The show was only fair - got home about 10:20. Read the paper to bed 11:15.

5/20/43 THURSDAY:

Betty left this morning at 5:00 for New Jersey with Mr. & Mrs. Atkinson. It was funny, the alarm clock didn't go off &

Betty didn't get up until they arrived. Boy - did she rush around! Was ready in about 5 minutes. I got up about 7:30. It was another rainy day. Mary drove me down to the office about 8:30. I went over Chapter VIII of Precision Measuring with Kay Lewis & Earl Kaufmann this morning. Earl is doing a good job on the writing but I am not at all satisfied with the illustrations. Called Tobby Crawford & Charlie Cheney to the office & went over our requirements with them. Had lunch at the Cafeteria with Earl Kaufmann. This afternoon I spent most of the time in Crawford studio in the plant helping Tobby & Charlie Cheney get set-up to take pictures for our book on Prec. Meas. Tobby has everything in such a men that we actually didn't get much accomplished. Started work to-day on getting out the Factory School Bulletin for Dave Sanford at Poughkeepsie. Had Cliff Mitchell make a cover design & had Arton approve it. Got a call from Homer Collins at the N.Y.C. - T.W.I. Office to-day advising me that they have found it most advantageous to hold J.M.T. sessions at least semi-weekly. This was in answer to a letter I had written to Mudge asking his advice on holding the J.M.T. sessions at Pk once

a week. Had Mary stop down to get me at 6:30. Spent most of the evening getting things lined up to bind some of my slides from last year. - I guess it was a good thing, we went down to N.J. last weekend. The paper to-night states there is a very critical gas shortage & the OPA is clamping down again on all phases of pleasure driving. The new law went on at noon to-day. To-bed at 11:00. - It was announced this afternoon that the Spring Opening of the IBM Country Club which was scheduled for this weekend had been postponed due to the critical gas shortage.

5/21/43 FRIDAY:

Another very rainy day - rained practically all day. Got up at 7:30 - drove down to the office at 8:30 - stopped for gas on my way down & was surprised to find I could get high test. Had a very busy day at the office. Did some more work on the Factory School Bulletin for Dougherty. Had Cliff work all day on the cover design. Had lunch at the cafeteria with Van. After lunch I drove down town, as it was raining some, and got my hair

cut. This afternoon I did some proofreading of the Galley proof for "Fundamentals of Shop Work". We received the rest of this Galley to-day. At 6:00 Frank Le Baron & I went out for a bite to eat. We stayed in my office & edited about half of the Galley proof this evening - worked until about 8:30. It was raining hard when we left the school so I drove Frank over to Johnson City to get the bus. Boy what a night - it was raining hard all evening. If it keeps this up we will have a flood sure. I started the furnace to-night - the house seemed awful damp. It was the first I had ever started the furnace. Read the paper - to-bed 11:00.

5/22/43 SATURDAY:

Got up at 7:00. Mary drove me down to the office at 8:00. Stopped at the gas station on Watson Blvd. & Mary had the oil changed in the car - I walked on over to the school. Frank Le Baron & I finished editing the Galley Proof of the book on "Fundamentals of Shop Work". I sent them back to Miss Van de Water this morning. Cliff Mitchell finished the layout for the cover of our summer

Friday School Bulletin. Moved it to Mrs. Orton &
 he liked it very much. Went over to see
 Edward Brown about the French Mammals - he
 hadn't progressed very much with his systematic
 manual. Called Mary to come down for me
 at 12:30. After lunch Mary & the children went
 with me down town Endicott to do some
 shopping. Got home about 3:00. Mary & I went
 on some of the screen. It had cleared off &
 was a beautiful afternoon. Mary had me take
 some pictures of Barbara in her Queen of Hearts
 dress she wore in the play at the school.
 Got cleaned up about 6:00 & at 6:45 drove
 over to get Dwayne & Edna Orton. We also
 had the Clemmons & Bud Austin over for
 dinner & the evening. Bud got a taxi
 up from the Hotel Frederick. Mildred had a
 swell dinner for us - she sure knows how to
 do it. After dinner Bud & I walked up to
 his home to see how the boys were making
 out with the lawn. Elmer & one of the Deane's
 boys were there working. Bud took me thru
 the bungalow & it looks quite nice - they have
 completely redecorated it inside. He also showed
 me a picture of the home they owned in
 Cincinnati. It was a beautiful place - it

must be some let down to have to change to the bungalow. We played Michigan Penny this evening & had a lot of fun - Edwina seems to like the game. I also showed a couple of films in as much as I wanted to show Bud my movie outfit. The double turn table worked out swell too. I took the folks home about 12:00, - drove Bud down to the Frederick Hotel, To-bed about 12:30

5/23/43 SUNDAY:

A beautiful bright sunny day. Got up at 7:30. Spent all morning working on my double turn table unit. After dinner I took the case up to Mr. Snovers & had him put in a couple of outlets. About 3:30 I cleaned up & took a walk with Mary & the kids. We stopped in the Kirks - Charlie was planting some wild violets & Mrs. Kirk was helping him. Charlie showed me his various trees & shrubs he had had planted. Several of his trees cost \$50.00 each, - most of that of course is the labor in transplanting. I had my camera with me - took a couple of pictures of Charlie mowing lawn also of he & Mrs. Kirk. We asked the

Guide down^{to} the house some night next week
 for dinner & to see the movies. We couldn't
 see a night in as much as Charlie didn't
 know when he would be in town. Backen
 stayed to play with Sally - Mary, Mary Lou &
 I walked on over to the MacCallister's. They
 had Max & Bernice Hayes over for dinner &
 were about ready to eat so we didn't stay.
 About 7:00 I drove over to Art's - left
 my car there & rode over to the Arlington
 with Dwayne to attend Geo. Metzger's fare-
 well party. Dwayne was attending too &
^{and} he was leaving on the midnight train
 for New York he felt the trip with the
 car could be considered legal. They had
 a very nice party for Geo. - a small
 turkey dinner & the usual farewell talks
 by Earl Hoge, Ed Geary, Art & Van Orden.
 For entertainment Jim Stone showed the
 slides he had taken in Honolulu & in
 South America. They were very good - very
 interesting but the color was off a bit, in
 many cases over exposed. Dwayne had to
 leave before it was over & I went out with
 him. I drove him Chevy back - put it
 in his garage & drove my car on home.

Got home about 1:00. Made out an order
for some radio parts from Lafayette Radio Co.
To-bed 12:00.

5/24/43 MONDAY:

A beautiful bright clear day. Drove
down to the Spic about 8:15. Had a busy
morning - we had an air raid alert about
11:30. Had lunch with Ray James at the
cafeteria. After lunch Ray rode over to
Smiths Garage on Watson Blvd. with me. I
left my car to be washed. Ray & I walked
back to the Spic. I sent the completed
copy for the Factory School Bulletin ^{for Boughkeenoie} over to
the printing dept. to-day. Orton was out of
town to-day. Had to get out another story
for Hi-Lites to-day. At 6:00 I walked over
to the garage got my car & drove home. Changed
my slats after dinner & polished ^{part of} my car. Cliff
Mitchell stopped up & painted my name on
our Mail Box. He did a nice job. Mary took
Barbara to Dr. Moore to-day. She has been
getting hard of hearing. Mary reported that
the Doctor said her tonsils are bad & must
be taken out. Mary wants me to have
mine out at the same time. Did some

work on my double turn table to - night. The men were here to - day & did some more work on the drive. I could at least drive up on the concrete steps - but I couldn't get into the garage to - night. To-bed 11:30.

5/25/43

TUESDAY:

Slightly cloudy to-day. Drove down to the office about 8:15, Mary went down with me as she wanted the car this morning. At 9:00 I attended an opening of a small group of 15 Customer Engineers. Van Borden was the master of ceremonies as usual. Mc Dowell was over from the lab. to give a talk, Clem, Geo. Metz & I also talked. At 11:00 I had Dick ^{over} ~~Ludwick Jr.~~ & Cliff Buring ^{over} to view the slides we had taken to be used in the safety program. Dick brought over a Capt. Cary of the Ordnance Div. of the Army. He sure went over the slides with a fine tooth comb - was very careful as to their contents. There was only one however that we had to surrender. Had lunch at the cafeteria ~~that~~ Mary brought the car down & left it for me this noon. This afternoon I called Jim Hanafin & found he could have his man yelow the garden. Called Bud Austin &

3:15 he rode up to the home with me. I loaded my camera & took some movies of the man plowing the garden. Bud had him get started on him & I had him take a look at Clem's layout - then Bud & I returned to the office. Mary went to Virginia Bibb's with a group of the girls to a party this afternoon. About 4:30 they all came back to the school to get a ride home. Waited in the lobby & at 5:00 went home with Clem. Geo. Miley rode home with me at 6:00. After dinner Mary & I cleaned out the garage. I spent most of the evening writing up my records on my color slides. It looked very rainy this evening but did not rain. To bed 11:00

5/26/43 WEDNESDAY:

A very rainy morning, but cleared off about noon & was a beautiful afternoon. Drove down to the office about 8:30. It was raining hard. Had the usual busy morning. Mr. Crawford, representative of Prentice Hall publisher stopped in my office about 11:30 to discuss books for use in our training program. Had lunch with him at the cafeteria. After lunch I had Wally Lorton

come over to my office to meet Mr. Crawford &
 discuss books for our accounting course. Took
 a walk thru the plant this afternoon - saw
 Bert Gintner about the proposed training pro-
 gram for acting foremen. Bert is all for it &
 gave me some helpful suggestions. About 5:45
 I drove down town - tried to get a speaking
 book to use on my shake but found the store
 closed. At 6:30 I went on down to the hotel
 for the Lion's Club Meeting. Arlo Breeze was
 the speaker & gave a very interesting talk as
 he usually does. After the meeting drove Ben
 Hansen over to his office & Taylor returned to
 the plant with me. Told Ben the clutch didn't
 work quite right but he claims it does & that
 it is just my idea. I'm certainly doesn't think
 so I'm inclined to believe he is right. Stopped
 over to see Bill Lewis this evening - he is
 working on the second shift & Bert Gintner
 taking his place on the first shift. According
 to Bert they are changing off every two weeks,
 which he claims is a very tough schedule.
 Tom Davis & I discussed the proposed train-
 ing program for active foremen with Bill. He
 is anxious to get it started & is all for
 it. I'm going to prepare an outline for

Bill to present to Mr. Kirk. Tom & I took a walk thru part of the plant. I stopped in dept. * 48 to see Ray Cheney. Tom left the plant with me & I drove him up to Main St. on my way home. Stopped & got some ice-cream. Home about 10:50. Read the paper - Edsel Ford died to-day. To-bed 11:00.

Forgot: - Bill Wenzel stopped over to-day & spoke to me about having Charlie Cheney transferred to the Photography Dept. Geo. Morgan from Avego Free Academy stopped in this afternoon to see me about his training program. Told me he wanted me to be on his advisory board & said he would speak to Mr. Cotton about it.

5/27/43 Thursday:

A clear warm day. Got up about 8:00 - drove down to the office about 9:00. Had Cliff Burris over this morning and got lined up on the Color Slides to be used in the Safety Training program. Cliff is going to use some of them to-morrow. Had lunch at the cafeteria. There was a foremen & supervision meeting this afternoon at 5:00. Mr. Kirk announced the promotion of John Saxton & Si McChain.

to Asst. Superintendent. He also mentioned that Bert Gintner is still an Asst. Superintendent so we now have three of them. Kirk gave the usual long rambling talk covering many things. He didn't say anything good about the training program - in fact he condemned the Job Training Program for having not the right kind of job. He did mention that costs are on the downward swing & I believe that can be partly attributed to our Job Methods Training - but he made no mention of that. Mac Almon stopped in my office after the meeting & was quite disappointed over Kirk's remarks. I tried to console him. The Factory School Bulletins for Poughkeepsie were being finished up this P.M. in the printing dept. I went over & got a few. Showed them to Mr. Bates - he liked it very much but said my name & the training stuff ^{at P.M.} should have been in it. I sent 10 of the bulletins to Sanford. I stayed at the school this evening - ate sandwiches with Ray Jones in my office for dinner. At 8:15 I sat in the Safety Meeting for new employees which was conducted by Stan Smither & Jackson. I was very much disappointed in the whole thing & had quite a talk with both of

them after the meeting. They both took my criticism very well & are willing to cooperate to improve these meetings. Mary went over to Bing. on the bus this evening to attend a meeting of the Univ. Women with Mrs. Jarvis. She got the bus back to Endicott & met me at the school about 10:15. Drove home - about 10:30. Read the paper & to bed 12:00.

5/28/43

FRIDAY:

A showery day. Drove down to the office about 8:30. Mary went down with me as she wanted the car to-day. Called Dave Sanford this morning & arranged for Mac & I to go to Poughkeepsie to attend Dave's first Job Methods Training session next Wednesday. Went down to the Hotel Fredenich with Dwayne & Clem for lunch. We ate with the customers. Clem introduced me to Mr. Miles from Eastman Kodak - I walked back to the school with him. Had my picture taken with the customer school just before lunch. This afternoon Bill Wiselogle & I called Lobby into Bibby's office - Bibby is out of town - we told Lobby what our plans are in connection with having Charley Cheney transferred. Had

The Factory School Bulletin for Poughkeepsie
 sent out on the Station Wagon so Dave
 will get them sure to-morrow. ^{SAT IN ON SAFETY MEETING AT 2:00 SHOWED THE} At 5:30
 COLOR SLIDES FOR THE FIRST TIME THEY WENT OVER SWELL. BURRIS WAS THE NARRATOR.
 I got a ride home with Dwayne, Clem &
 Prof. Brown who happened to be at the
 school to-day. Dwayne had quite a car
 full. Mary had Mrs. Kirk down for dinner
 this evening. She & Mary are quite talkative
 when they get to-gether, I don't get a
 chance to say anything. Set-up my movie
 equipment & showed Mrs. Kirk some movie.
 Charlie came in about 10:00. He had to
 attend a meeting of the board of governors at
 the club this evening. I showed the Kirks
 some of my more recent slides & also a
 couple of my movie films - "With few Products
 to Consume" & "Dad's Daily Dogies". I made
 good use of my double turn table unit.
 Showed it to Charlie & he seemed quite in-
 terested. Charlie got a call from Pam at
 Poughkeepsie while he was here. Found that
 Harold had been advised by his doctor to take
 a 6 month leave. I asked Charlie what seemed
 to be the trouble & he said only that Pam
 had just gone all to pieces whatever that
 means. The Kirks left about 11:30.

To-bed 11:30. —

5/29/43

SATURDAY:

A bright warm day. Rode down to the office at 8:00 with Dwayne & Clem. The first thing on the program this morning was a complete assembly of everyone at the school in Room 202 to listen to a recording of a talk on Logistics recently given by Major Nichol in St. Louis. They had some trouble with the loud speaker circuits & Dwayne had to add-to for awhile until it was fixed. The speech itself was fairly good - some good stories too. At 9:00 Mac Almon put on the J.M.T. demonstration for the girls school. I sat in on part of it. Mac stretches it out a bit but does a very good job. Made out the transfer for Charlie Cheney this morning to the Photographic Dept. Mary stopped down for me at 12:30. After lunch I changed my clothes & went out to start work in the garden. Was surprised to find water standing on part of it. Could rake up only one corner of it this afternoon & that was too wet. Elmer came up & we spent most of the afternoon working up the

beds around the shrubs. Most of them were too wet. Mary helped in by doing some trimming. I took a couple of pictures. Sally Kirk came down & played with Barbara. I got all the bicycles out - Babs & Sally had some fun with the small one. Neither one can ride by them selves yet however. Mary & I planted a few plants in the garden to-ward evening. I took some movies. - Planted 12 tomato, 6 pepper & 12 cabbage plants. Also planted 5 potato tops which Mildred had saved & sprouted. Incidentally Mildred has told Mary she is leaving next Thursday. We were hated to hear that. Rode my bike over to see Clem about 5:30. He had planted some garden to-day. Bobb, their place sure looks like a man & Clem is so fed up he doesn't know what to do. I told him of my experience with Barton and he said he thought he would write him a letter so there would be something on record. Mary & I wanted to go to the movie to-night - but with the ^{pleasure} ~~same~~ ^{same} ~~one~~ driving we were obliged to stay at home. Spent part of the evening binding some of my old slides. I must have over 200 to bind. Mary helped me - we worked here in my study. To-bed 11:00.

5/30/43 SUNDAY:

A bright warm morning - clouded up looked quite rainy this afternoon. Got up about 8:30. Mary took Babe & Mary Lou to Sunday School at 10:00. I got the bikes out this morning & cleaned them up - even remonized them. They sure looked swell. After lunch Mary put the kids to bed for a nap & I laid down for a nap. Slept until about 3:00. Mary got the children up at 3:00. I took a lot of pictures of Mary & the children on the bikes. We took them on the bikes & rode over to see the Clemmons. Had a nice visit with them. Came back about 6:00. Helped Mary get some supper. Spent most of this evening here in my study. Mary came in & we discussed vacation plans for more than an hour. Tentatively I plan to take off the 2nd & 3rd weeks in July. Wrote a letter to Raymond to night - answered his letter. To bed 11:30.

5/31/43 MONDAY:

A clear warm day. Mary drove me down to the office about 8:30. Arton stopped in the office this morning and

left some correspondence for me to read -
 which announced the fact that the State
 Education Dept. has been forced to adopt
 the Harper book on Precision Measurements
 instead of our book. I sure was sorry to
 hear that. Dwayne also showed me the
 letter he was writing Mr. Watson advising
 him of what had happened. I do hope it
 stirs him to some action. I don't blame the
 State people for the action they are taking.
 Had lunch at the cafeteria with Janis.
 This afternoon Joe Hornille from Sperry
 Co. stopped in to see me about getting a
 job with IBM. Had a nice chat with
 him - told me Bill was getting along well
 at Sperry. I took him over to see Dwight
 Robinson & he advised him that we wouldn't
 consider him at all while he is employed.
 Charlie Cheney started working as part of the
 Photographer Dept. to-day. Had him spend
 the whole day taking slides. This afternoon he
 used my Xelica as he wanted to take some
 close-ups. Mary came down to get me at
 6:30. I had dinner at the school. She brought
 Loney & Pearl down with her. I parked
 the car in the lot & Ray Jarvis who

was leaving to go home dead on all over to
 Union. Clem went along. We walked from
 Bridge St. up to the Elgin Theater. Saw
 "Three Hearts for Julie" & "Desert Victory". It
 was the latter picture I wanted to see & I
 really enjoyed it. We all stopped in for
 soda after the show. Had to wait about
 15 min. for a bus back to the IBM. Boy,
 what a difference gas rationing does make!
 I drove the car home from the plant.
 Home about 10:45 - To bed 11:15.

JUNE 1943

6/1/43 TUESDAY:

A rainy morning. Drove down to the plant about 8:30. Stopped at Smith Bros. Garage to have my car greased & tires inspected. Smithy drove me around to the school as it was raining a little. Had a busy morning getting things lined up to go to Poughkeepsie this P.M. Dwayne called me to his office to give him some information on the Science Service job. He had Channey on the phone & they were discussing the contract. I was surprised to learn that it hadn't gone thru. Dwayne explained that Channey was afraid of his shadow. IBM were taking all records for holding things up. If our book on Fundamentals of Shop Work is ever going to do any good for training young men for this war it will have to be pushed along by someone soon. I feel that it is nothing less than a shame what has happened to it. Went over to see Alf Walmsor this morning about the dark box. He had some other ideas & how the whole unit could be simplified. We are going to try it out. At 12:00 I walked

over to Smith Bros. Garage & got my car.
 Drove home for lunch. After lunch about
 1:00 I drove Mary & the children down
 town Endeavor - Mary took the children to
 the doctor Dr. Moore - Mary's son was
 vaccinated & she had Barbara checked over
 by Dr. Robinson. He claims Barbara should
 have her tonsils out right away - they are
 badly diseased. I returned to my office
 about 1:30 - found a note that the parts
 I was to take to Poughkeepsie were ready
 so I picked them up at the Main Entrance.
 There were four small boxes. I had to stop at
 four gas stations before I finally found one
 that had gasoline. Drove up on Watson
 Blvd. & picked up Mac Elmon & we were
 on our way to Poughkeepsie by 2:50. It
 was raining most of the way down &
 over the mountains it was very foggy.
 In fact I had never seen it so foggy
 at that time I say. At Liberty stopped
 for gas - was surprised the car would hold
 only five gals. At Newburgh we took the
 ferry across to Beacon. Mac seemed to
 enjoy the trip a lot - said he had never
 been down that way before. Arrived at

The plane about 7:00. Left the party at Gate 1.
 Called Jimmy Johnston & told him ^{what} I had brought
 with me. Mac & I drove on up to the
 Nelson House & checked in - the place was
 filled had to take a room over in the old
 bldg. - It was the first time I had ever done
 that. Mac & I had dinner in the Coffee Shop.
 We saw Mrs. Johnston & her Mother in the lobby.
 I introduced Mac. Saw the Gimmys in the
 Coffee Shop - had a nice chat with them.
 It was raining most all evening so Mac & I
 sat in the lobby & did some reading. Mac &
 I saw a number of our I 34 friends & talked
 with them. About 9:30 it stopped raining so
 Mac & I took a walk around the main part
 of town. Met Jimmy & Maxwell - they were
 doing some window shopping. Jimmy was
 surprised, I believe, to see Mac. We also met
 Elsie Brown who was out walking. Mac & I
 turned in about 10:00. There were several
 heavy showers just after we retired so we
 didn't get asleep very early. Called Dave this morning.

6/2/43 WEDNESDAY:

A very warm showery day. Got
 up at 6:45. Mac & I had breakfast

in the coffee shop at the hotel. The wife, Ben
 Rose, I introduced Mac - he hadn't met Ben.
 We drove down to the plant at 8:00. Mac
 Dave parked at the gate. Dave took Mac
 & I down to the old office bld. Mac & I sat
 in on Dave's introductory talk in the in-
 struction program. There were 6 new employees
 which Dave gave the talk to. He did a
 good job I thought - it still had the same
 general atmosphere that I had worked into it
 when I started it last summer. After the
 introductory session Mac & I had Dave put
 on part of the J.M.T. No. 1 session. Mac
 gave him a number of pointers. Both Mac &
 I were a little bit disturbed about Dave's
 attitude. He didn't seem to be sold on the
 whole idea. About 11:00 Bill Collwell came
 in & was surprised to see Mac. He took us
 over to the lower plant & had me & his men
 show us the whole set-up for the production
 of ingotles. It was very interesting. Mac
 saw a number of his apprentice boys who
 had been transferred from Endicott. Mac & I
 had lunch in the lower cafeteria. Then I
 drove Mac up to the upper plant with
 Dave's car & showed Mac thru the shop.

We met Mr. Johnston & Bill Main - said they
 would be late to the T.Y.T. session. Mac
 seemed to enjoy his visit thoroughly. We went
 back to the lower office bldg. at 1:35. Had to
 wait about 20 min. before ^{all} the brethren arrived.
 I introduced the session by saying a few
 words about the whole program & gave
 Dave a little build up. I also introduced Mac
 to the group. Dave did a much better job
 than Mac & I had expected. I had Mac start
 come down to take a picture. Jimmy & Bill
 arrived on the scene about 2:45 & attended
 the session for about a half hour. They had
 another appointment at 3:30. Had Mac take the
 picture while they were there. After the session
 was over Mac & I had a chat with Dave
 & Mac gave him some suggestions. We both
 agreed Dave did a good job. Left about
 4:30 - drove up to the upper plant with Dave,
 left our badges at Gate #1 & said farewell to
 Dave. I drove up town Poughkeepsie - drove
 by our old place ~~at~~ 60 Grand St. to show
 Mac where we lived. Stopped down town at
 an electrical store & then shaved off for
 home. It was a very warm showery afternoon.
 I decided to try the road over the mountain

instead of down the river to Hurlburg. It was a beautiful drive & Mac & I both enjoyed it a lot. Stopped at Monticello for supper at a dinner. Mac drove from there into Hancock. We stopped there for a bite to eat. I drove on home - enjoyed talking to Mac. Got back about 10:15. Mary had been up to Mrs. Quirk & got back just after I arrived. Told me that Duane had been very ill - gall stones. Mary had a lot to tell me. To-bed 11:30.

6/3/43

THURSDAY:

A very warm sultry day - the hottest day we have had thus far. Mary took me down to the office about 9:15. Had a very busy morning. Had lunch at the cafeteria with Ray Jarvis. Alf Malmros stayed over after lunch to show me his latest ideas on our projection box. We got a memo & tried out the idea - it works ok so we are going ahead & build it. Bill Lewis called me over to the front office this afternoon - I was surprised to find that Sam Moore & Jim Gahlman of the T.W.I. office were there. They had sold Bill the idea that I should attend the 4 day conference which

They are setting up for Training Directors of this area. Actually I don't think it is worth the time but since Bill wants me to attend I suppose there is nothing else to do. Mary stayed down for me at 6:15. Mildred left this afternoon so Mary is on her own again. She had Hazel, the little girl down the street, help her some. After dinner I changed my clothes & tried to do some work in the garden but it was too wet. Elmer was here & mowed the lawn this evening. It was steadily hot. I backed the car out & washed the tires. Then rode my bike over to see Dwayne but found he had gone to the customer graduation at the Homestead. Mary & I sat on the porch until the mosquitoes drove us in - talked to Johnny Snover & Elmer. Read the paper & Life. To bed 11:00.

6/4/43 FRIDAY:

A very warm day but bright. Drove down to the office about 8:30. At 9:30 I had Cliff Burris & Miss Wright over from the safety dept., Ray Jarvis & I went over the outline I had prepared for the introductory talk in the induction program. I told them what

my ideas were & they all agreed we could
 do a well job by having all new employees
 go thru an Induction Program the first
 day they are hired. Ray James made the sug-
 gestion that we use charts to illustrate the
 main points of the talk so I called Cliff Mitchell
 in & had him offer his suggestions along those
 lines. Everyone seemed to be very much en-
 thusiased about it. After we get it all lined up
 I'm going to present it to management, that
 is after I have a chance to go over it with
 Dwight Robinson. At 12:00 I drove home for
 lunch - had to stop & get some ice cream for
 Mary & some groceries for Clem. After lunch I
 drove Barbara back to school - took my movie
 camera & took some movies of her & her class in
 the kindergarden room. The kids looked so cute
 & Barbara was so proud of my being there.
 Stopped at the Rotary Station for some gas &
 then returned to the office. At 2:30 I went
 over to the American Legion Bldg. to the
 Red Cross quarters to donate a pint of blood.
 It was quite an experience but really not
 as bad as I had expected. I felt a little
 wozzy after it was over - but I believe that
 was as a result of hearing the doctor ex-

plain to some visitor just how they processed
 the blood. Saw a lot of folks I knew - Wm.
 Phelps followed me in the line. Had my cup
 of coffee after it was over & stopped at Hickley's
 before returning to the office. Called Mr. Barton
 & had quite a talk with him about the
 suggested improvements made in J.M.T. He
 wants all the reports we have been sending
 Bibby & the other executives duplicated & sent
 to all the foremen & men who have partici-
 pated. I discussed this with Wm. & he likes
 the idea. I had quite a job selling Barton
 on the idea that the mass name should
 be left on the suggestion. Explained the
 J.M.T. philosophy of "Giving Credit where Credit
 is Due". Came home at 5:30. After dinner
 I changed my clothes & did some work on
 my double turn table - took the whole thing
 up to Mr. Snover & he helped me drill some
 holes. I also helped him get a lawn
 mower motor working. I received a few of the
 parts I had sent for, to add to the double
 turn table, so I installed them to-night.
 Sat on the porch for awhile with Mary - she
 has an appointment for Monday for Barbara to
 have her tonsils out. To-bed 11:00.

6/5/43 SATURDAY:

A beautiful bright day & not too warm. Drove down to the office about 8:00. At 9:00 had a meeting of the dept. & explained the company policy on tardiness. Prepared a couple brief reports for Mr. Orton. He wasn't in this morning. His secretary said he had another attack of pains from 'Gull stones' while in Syracuse yesterday & could not return. Mr. Kirk was over & walked thru the school this morning - I didn't see him however. At 10:00 I drove down town had some money transferred at the bank & also got my hair cut. When I got back to the office I stopped over to see Mr. Barton about having the drive fixed. He was on his way out with someone & simply asked me what I wanted. I mentioned the drive & he started spouting off about my keeping my shirt on - that they would get to it as soon as they could etc. I was so damn mad but of course couldn't do anything about it. Drove home about 12:15. After lunch Mr. Barton & James the contractor stopped to look at the drive so my seeing Mr. Barton did some good afterall. Mary & I drove over to Johnson City after she put the children to bed. Hazel stayed with them. I took the car to the Bunch Garage & had Eddie try it out to

see what he thought was wrong. Eddie told me that it was the clutch that caused the chatter or vibration & said that I could have 99 different clutches put in the car & still it would probably do the same thing. He suggested that if I slipped the clutch a little on starting it wouldn't chatter. Mary & I did some shopping - I bought a pair of shoes - used my \$17 ration coupon which must be used before June 15th. Got home about 4:30. Worked on the garden this evening - got a patch ready to plant. Also did some trimming, shrubs etc. Felt pretty tired so I turned in about 10:00. —

6/6/43 SUNDAY:

Got up at 7:30. After breakfast I had Barbara bring down all my shoes & all of Mary's also to be cleaned. I put saddle soap on all of them - had a real shoe shining party. Also did some planting in the garden this morning - Mary helped me some. We put in two rows of onion sets - one row of lettuce & one row of radishes. Had dinner promptly at 12:00. Washed & dressed after dinner & at 1:30 Mary & I left on our bikes for the

Johnsons in Sunrise Terrace. We found it was
 quite a ride - took us three quarters of an hour.
 Margaret & Jimmy were looking for us as we
 had called. We were in rare shape for a cold
 drink when we got there and Jimmy obliged.
 Had a nice visit with the Johnsons. Took
 a couple of color pictures ~~with~~ ^{of} them. Poor
 Mary almost fainted up on the way back. We
 left at 4:45 & it took us an hour & a quarter
 coming home. We must have rode at least
 25 miles & that was a lot for our first at-
 tempt at a cross country ride. Did some
 work on my car to-night and spent
 part of the evening looking over some work
 I brought home from the office. I also
 discovered this evening that I have a slight
 case of sunburn. Mary made a batch of fudge.
 I called Dwayne this evening & he in-
 formed me it was OK for Mac & I to go to
 Rochester Tuesday but that he had been in-
 formed Mr. Watson was coming to Endicott Tues-
 day Evening & that I had better plan to be
 in town the rest of the week. Went to bed
 at 10:00 in as much as we must be
 up early to-morrow to take Barbara to
 the hospital.

6/7/43 MONDAY:

A very rainy morning - Up at 6:30 - Mary hurried around & got Barbara ready to go to the Hospital to have her tonsils out. She didn't dare eat any breakfast so none I had had breakfast at the house. At 7:30 we drove over to Clemmons & left Mary Lou. Then Mary & I drove Barb on over to the Wilson Memorial Hospital in Johnson City. Mary stayed there with Barbara & I drove back to Endeavor. Had breakfast at Collins restaurant. Picked Clem up on the street & drove him down to the school. Had a busy morning. Spent a couple of hours with Ray Jarvis & Cliff Mitchell completing the outline for the list of charts to be used to illustrate the induction talk. It rained most all morning. Mary called about 11:30 said Barbara hadn't come out yet & that she would call back about the middle of the afternoon. Had lunch at the cafeteria with Ray Jarvis. After lunch Mr. Arton stopped in the office and informed me that the System Service Girls would have their graduation exercise in the school on Friday & that the dinner would be served in the

capitana. He also told me that there would be OPEN HOUSE at the school on Friday and that I should get all the rooms & the equipment lined up for the occasion. At 1:00 I went up to room 202 with Van to sit in ^{on} the lecture given by Mr. Brownell from Washington. He told how our IBM machines are being used in every branch of the armed services. It was a very good talk. Bill Lewis had the Order Dept key people & the assembly foremen sit in on the lecture too. I asked Brownell to stop in the office after the talk & told him I would like to use some of the information he gave, in the talk I am developing for our induction program. He left the two booklets with me which he had quoted from. At 5:00 Mac & I left for Rochester. We stopped in Ithaca for dinner. It looked rainy most of the way but cleared off as we approached Rochester. We got in about 9:00 - just as it was getting dark. It was Mac's first visit to Rochester & he was very favorably impressed. Had Mac drive from Canadawaga on in. After we got settled at the Sagamore Hotel I called Elsie Robert - found Paul was out of town - has a new job now.

Mac & I took a walk around a few blocks. There was a big crowd waiting on every street corner for buses. Mac & I had swell rooms at the hotel. Turned in about 10:30.

6/8/43 TUESDAY:

Mac & I got up at 6:45. Checked out & had breakfast at the hotel. Then drove out to the plant on Crouch St. Got there about 8:15. At 9:00 Ray Sheridan & John Lambert took us over to the room where John gave us his J.M.T. sessions. Sec. Heyner the man in charge of the Poch. T.W.I. Office also sat in on John's J.M.T. session. Sheridan introduced the session & called on Heyner, Mac & I all to say a few words to the group. I was really surprised at Ray's introduction frame. He sure gave me a big build up. John did a swell job with the session, much better than I had expected. About 10:30 I got a call from Endicott. I thought right away about Barbara. Was relieved when I dia-
 -called it was Ray Jamin - knowing I would be anxious about Barbara's condition he had called Mary & told me that Barbara was alright. Ray had actually called to ask about the

books Brownell had given me. He wanted
 them back since he had been asked to give
 the talk he gave yesterday over again for the
 foremen at 5:00. That was a shock and I had the
 books with me in my brief case. I spoke to Brownell
 on the phone & since he indicated he needed
 them badly I told him I could leave early enough
 to get them back by 5:00. Ray Sheridan was
 well & showed Mac & I thru both plants.
 Had lunch at their cafeteria. Right after
 lunch John helped us get Electromatic
 Writing Machine loaded in the car. It was
 the one I had sent up to be repaired. Mac &
 I left about 1:30 for home. Picked up a soldier
 boy below Canadagua & brought him all the way
 into Endicott. We stayed in Thaca for a while
 it was a beautiful afternoon & we made well
 time. Got in Endicott about 4:40. The first
 thing I did was to get the books I had with
 me to Brownell for his talk to the foremen.
 Called Mary she wanted me to get some
 medicine for Barbara so about 5:10 Mac &
 I drove down town. Then I took Mac home
 & got home myself about 5:45. Barbara
 looked pretty good but had a terribly sore
 throat. I sat in her bed for awhile

This evening & entertained her by putting cardboard doll furniture to-gether. Mary walked up to Mrs. Gibbs for awhile & Mrs. Gibbs came back with her to see our garden. I went out & told her she was doing it a great honor to walk down to see what little garden we have. It was very cool this evening. To-bed 10:15.

6/9/43 WEDNESDAY:

Drove down to the office about 8:10. A beautiful day. Much activity around the school to-day getting things lined up for the graduation of the System Service School on Friday. The plan for an OPEN HOUSE changed about three times during the day. Peter had a couple of sessions with Clem, Van & I on the plans. This afternoon we also had a session in Bibby's office to discuss seating arrangements for the graduation. Boy! They sure work out all the details. Mr. Watson was at the plant to-day but didn't come near the school. Bud Austin stopped in the office this afternoon & I spoke to him briefly about our proposed induction program & showed him part of the outline. He thought it was an excellent idea & suggested that we have as I had already he would call a meeting of

Lewis, Robinson etc. to go over it. I asked Bud
 about seeing Dwight Robinson about it first &
 he agreed this would be best. I approached
 Alton again this afternoon about the Service
 Service job & he advised me to go down to
 Washington next week to see Wm Van de Water &
 Watson Davis & get a complete picture of the
 whole set-up. At 5:15 I drove over to the
 Hotel to the Lion's Club Meeting. I conducted the
 induction ceremony for our two newest members -
 namely Cliff Burris & Ken Robinson. Bud Austin
 was also supposed to be there but couldn't make it.
 Jim Haway spoke & told us all about the Greater
 Endicott ~~Chapter~~ ~~of~~ Community Chest of which
 he is president. Cliff Burris rode back to
 the plant with me after the meeting. He is all
 pepped up about the color slides I had had
 taken for his safety program. We had Dick
 Frederick Jr & Captain Carey over to gaze on two
 more boxes of slides we just got back to-day.
 Cliff wants to use these slides in a talk he
 is planning to give over at the High School.
 Took a walk thru the plant to-night, stopped
 in to see Bill Evans - had a nice long
 chat with him. Was surprised or rather
 amused to learn he doesn't care too much

for Kirk. Found that Charlie had been pretty raw in his methods with Bill & a lot of the other supervisors. Bill admitted that there were a lot of the supervisors who have no use for Kirk. I don't know why Charlie don't wise up & be a little more reasonable & civil with the men who are his right hand support. Got some air cream on the way home - home about 10:00. Read the paper to - bed 11:00. Poor little Mary Lou is pretty sick with her vaccination this evening.

6/10/43 THURSDAY:

Mary drove me down to the Office at 8:30. Much activity around the school to - day getting ready for the System Service School Graduation to - morrow night. At 11:00 Mrs. Gillian Gilbreth talked to the System Service Class & the Customer Engineers. The entire school staff including the office people attended the meeting. Dr. Gilbreth gave a very interesting talk. Mrs. Watson & some guests also were in attendance. Had lunch at the Captunia with Ray Davis. A swell meal to - day - what with Watson in town. There was a lot of comments about it. Mr. Otton stopped in the Office after lunch & asked me to bring

my double turn table down to the school to play marches to-morrow night for the girls to march in to their graduation. He also asked me to get the "Pomp & Circumstances Marches" for the occasion. I got the only set of records I guess that there was in the triple cities. Called Mary & had her stop down for me at 1:30. She called the doctor & found that he wanted to see Barbara so I drove Mary & the kids down to the E. J. Medical. Got the records at Gouff. Took Mary & the children home & then returned to the Spie. Helged Ray & Clem set up the displays in the school lobby. At 5:45 Mr. Watson spoke to all IBM employees from Room 202. (Both Room 202 & 203 were packed & the talk was sent over the P.A. system to the plant also by telephone hookup to all the other plants.) Ray & I went down to Collins for dinner this evening. After we got back to the Spie I looked up Ralph Allen & we tried out the double turn tables. Mr. Watson expressed his appreciation for the fine job done by all employees & announced that there would be another increase of \$5,000 in insurance given all employees by the company. This brought an applause from the group.

This \$5,000 is applied at the early years of employment so it was really quite a boon for everyone involved. Ray, Ralph & I didn't have much luck with the double turn tables. In order to do a fair job the recordings will have to be played from the control room. We fiddled around until about 11:00. I brought the records home & played them on the P.C. & Machine. They sound well on it. Read the paper & to bed 11:30.

6/11/43 FRIDAY:

A beautiful bright sunny day. Left my car at Smith's Garage to be washed this morning. Got down to the office about 8:00. Much activity around the school this morning getting everything lined up for the System Service School Graduation. I arranged with Ralph Allen to have two speakers installed in the school on which to play the marches for the graduation. At 11:00 I sat in on the lecture by Dr. Katherine McHale who is the president of the AAUW - American Association of University Women. She addressed the System Service School & the Customer Engineers. There was also a number of the Senior Engineers there from the Lab. She

gave an excellent talk. I gave emphasized the importance of women. Had lunch at the cafeteria & at 1.30 I drove Clem, Les, Turney & Van Borden up to the Homestead where we were supposed to have some kind of conference with Dr. Mc Hale & Dr. Bilbreth. We got there just after the luncheon had started at which all the dignitaries were present. Mr. Watson had invited many of the town folk of the Triple City to the luncheon - especially those who had graduated from Princeton - since Dr. Dodds was the honored guest at the Luncheon. Clem, Les, Van & I waited around for nearly two hours before our conference finally got under way. Those present were Mr. Watson, Mr. Nichol, Dr. Mc Hale, Dr. Bilbreth, Mr. Linton, Mr. Clemmons, Mr. Turney, Mr. Van Borden, Miss Leach & myself. Mrs. Bilbreth acted as chairman & asked Dr. Mc Hale to tell of some of her work & experiences working with college women. There was a general discussion between Mr. Watson, Dr. Bilbreth, Dr. Mc Hale & Mr. Linton on the subject of how Industry or Business could be of more assistance in the field of higher education. It was I believe the most interesting session I have ever attended. Dr. Bilbreth

near the end of the session asked each of us
 to contribute a question & I on the spur of the
 moment - asked one which I'm afraid Mr. Watson
 didn't like. - It was this - Dr. Mc Hall had
 indicated that there was a need of offering courses
 for the general public in Citizenship & Civic &
 that this was something which Industry or Business
 might do. - I restated this & asked the question
 how we could interest the people in taking such
 a course - indicating that although there was
 this need I felt that most people would not
 recognize the fact that would need it. Much
 to my surprise Mr. Watson spoke up rather
 sharply & said - I'll answer that myself -
 He said - we have to give the working people
 credit for having some brains - indicating that
 they know what they want. To make matters
 worse he even referred to my Factory School pro-
 gram as an example of how people voluntarily
 enroll for courses. What he overlooked of course
 was the fact in this program we have a great
 variety from which the employees can choose. I
 didn't want to make matters worse by trying to
 change any of his ideas so I just kept quiet.
 Dr. Billbreth came to my rescue however, after
 Dr. Mc Hall had made a few comments about

The name would probably have to be called
 Human Relations instead of Citizenship, she
 spoke up & said that was a good question.
 I felt awfully bad about the whole situation,
 in fact it spoiled my whole day & evening.
 The conference broke up about 5:15. Van returned
 to the school with me & I said as little as
 possible about the whole affair at the Homestead.
 Used Van razor to shave & I cleaned up a
 bit right at school. Checked over the sound
 system for the music & worked out our signals
 & cues for the program this evening. Mary
 came down with the Dittus & the Clemmons.
 I helped usher the people into the Cafeteria
 for dinner at 6:30. There was about 650 people.
 They used the entire cafeteria. It looked quite nice.
 After the dinner they had everyone move into the
 main section to hear the girls glee club & to
 see the skit put on by the System Service Club.
 It was the first appearance for the newly formed
 Girls Glee Club & they sang very nicely. The
 skit the girls put on was rather silly - it
 was a take off of a radio program entitled
 "Holesome" - Holesome was a fiction serial
 made from punchcards from tabulating cards.
 It was silly but funny. After the skit

The crowd all moved over to the second floor
 of the school. It was about 9:00 when they started
 over. The march music played while they drifted
 over - then as the processional started I dashed
 over to the control room & had them start playing
 "Pony & Circumstance March". After Clarence had
 it going I returned to the school - naturally I
 kept my fingers crossed hoping the record would
 play through & sure enough one of them started to
 repeat but it wasn't very noticeable as Clarence
 caught it right away. In fact I discovered afterwards
 that none of the girls noticed in & even Duayne
 didn't notice it. I was a bit disappointed in
 Dr. Dodds talk it was too much like a college
 professor talking on Social Science or Political
 Science & not really addressed to the girls class.
 Mr. Watson gave a much better talk I thought. He
 also announced that Miss Demitt was promoted
 to Secretary of Education. The graduation ex-
 ercise broke up about 11:15. I went over to the
 control room & got my double turn tables - they
 sure did the job. Met Mary in the school, showed
 her, Mrs. Sutton, Mrs. Clemmon & Mrs. Jarvis our exhibits.
 Spoke to Mr. Watson & Mr. Nichol when they came down
 with Mr. Sutton. Left about 11:45. The end of a
 busy day — Eased 12:20.

6/2/43 SATURDAY:

A beautiful day. Got up early & drove down to the office at 7:30 to help Charlie Cheney take pictures of the exhibits we had in the lobby of the school. Dwayne & Clem came in about 9:00 and Dwayne stayed in the office to thank me for my help with the graduation. I made out another application for gasoline this morning. I still put in for a trip to Poughkeepsie & Rochester each month, however I'm afraid they may not honor my application this time, for the gasoline situation is sure getting tough. There are very few stations anymore that even have gas. Came home at 12:30 & after lunch I laid down for a nap & slept until about 3:30. Then went out to do some work in the garden. Noticed the right rear tire going soft on the Buick so I changed some clothes & drove it down to Smith's Garage. He took it off & found a tack in the tire. Got back about 6:00. Had some dinner before going back at the garden. Put in two rows of peas & two of beans. About 8:00 Mary & I drove down to the Green House

on Watson Bed. & got 12 potted Tomato plants & 3 doz flower plants. Planted a dozen petunias when we got home. Worked right up until dark - about 9:00. Read the paper & Life this evening. To-bed 10:30.

6/13/43

SUNDAY:

A very funny day. Rained early this morning & looked very threatening all morning, but cleared off & was very hot & windy all afternoon. Got up about 8:00. After breakfast I worked awhile on my double turn table outfit. Designed a name plate for the volume controls. About 11:00 I went out & worked on the flower beds. Made good use of a heap of top soil that they left out by the garage. I dug out some of the old clay soil from the bed & replaced it with good top soil. It was terribly hot. After dinner I read the Sunday paper & then went back to work again. About 2:30 I came in & took a nap for about an hour. Then I cleaned up & took some color pictures of Mary & the children on the bikes. Charles De Ventie came by & took a picture of all of us on our bikes. This evening Mary & I planted the tomato plants & flowers we got last night. Used some more of the top

soil. Came in about 9:00 & spent a couple of hours looking over Chapter 8 of Precision Measurements that Earl Gausman is writing. May wrote a letter ^{to night} to Mr. Watson, expressing our appreciation for the recent addition of \$5,000 to our insurance. I helped her some with it. Cooled off well this evening. To-bed 11:15.

6/14/43

MONDAY:

Clear & warm to-day a beautiful day for FLAG DAY. Drove down to the office at 8:15. At 9:00 I attended the opening of a Customer Administrative School. Clem officiated as Mr. Eaton was in N.Y.C. to-day. Dame Bibby spoke for the factory organization representing Mr. Kirk. Went over chapter 8 of Prec. Measurement with Earl Gausman this morning. Made reservations to-day for my visit to Washington D.C. on Wednesday. Had trouble getting hotel reservations. Our Wash. Office finally got them at the Burlington Hotel. Had lunch at the cafeteria with Ray & then walked down town, went to the bank & stopped in at Midtlege. Arranged with Jim to have them take back 48 of the type A Kodachrome films we have at the school for credit.

Robie got 100 films & we will never be able
 to use them up before they are out dated in
 Nov. Lon Davis came over this afternoon & we
 went over the outline for the training program
 for the Acting Foremen. Miss Van de Water, ^{called} from
 Washington ^{this afternoon} to tell me that she & Mr. Watson
 Davis are expecting to see me Wednesday Morn-
 ing. Went down town about 3:30 & stopped over
 to Vaughn in Union - bought a ^{new} straw hat.
 Drove home for dinner at 6:15 & returned to
 the office about 7:15. I had about 300 Factory
 School Diplomas to sign this evening. I took
 my Double Turn Table outfit back with me to
 show Cliff my ideas on the name plates. Duke
 Davis stayed in the office & I had a nice
 chat with him. Found Duke is interested in
 getting into journalist work. Would like to report
 for Business Machine. Also had quite a chat
 with Alf Malmros & Charlie Cheney. Charlie
 started using the special screen we had built
 to take pictures with. I went over to see it this
 afternoon & it sure looked OK. However it seemed
 funny to see them taking pictures thru a ^{hole in a} screen.
 Came home about 10:00 - stopped for some ice cream.
 Read the paper & to-bed at 11:00.

6/15/43 TUESDAY:

A hot showery day. Drove down to the office at 8:30. Had Clem & Mr. Winters from our Chicago office sit in on Main J.M.T. session from 9:00 until 11:00. I left the meeting about 9:30. At 11:00 I drove home had an early lunch with the family & at 11:45 I took some movies of Barbara leaving for school on the bus. Then I drove down to the school to get some pictures of Babe getting off the bus at school, however I parked on the wrong side of the school & missed the bus. Returned to the office at 12:15. Had a busy afternoon getting things lined up to leave for Washington this evening. ~~Then~~ Saw Mr. Orton & discussed the Science Service project also told him about having talked with John Saxton about the training needs at Plant #2 and that I expect to talk to John Sullivan about this. Tom Davis called this afternoon & I went over to talk with he & Bert Kintner about the training program for the dispatchers. Bert is very much interested in it. Left the office about 6:15. After dinner I did some work in my office - packed to leave &

at 9:15 Mary drove me down to the Erie Station in Endicott. I got my ticket & found that Dr. Covert & Eddie Cook were also leaving for Wash. on the same train, so I had some company. Train was just about on time 9:39. Had about a 40 min. wait in Elmira. Dr. Eddie & I walked down the street & got a soda. Left Elmira 11:40. The Pullman coach was well air conditioned so it was a relief to get on & get cooled off. It is a very warm night. Talked for awhile after we got on the train - turned in about 12:15.

6/16/43 WEDNESDAY:

Porter called me at 7:10. Found Eddie Cook & Dr. Covert were up already & shaving. I was surprised to learn that the train was nearly an hour early getting into Baltimore. We got in Washington about 8:00 and the train wasn't due until 8:40 - that sure is unusual for these days. I took a cab over to the Burlington Hotel where I had made reservations thru our Washington Office. They packed us in 5 deep in the taxi as they always do here in Washington. There was no room available when I got to the Hotel so I had

To check ~~my~~ my bag & was told it would probably be around 4.00 this afternoon before one would be vacated. I called Miss Van de Water & arranged to meet her over ~~at~~ at the Science Service Bldg. Took a picture of the Hotel before leaving. Got a cab over to Science Service & arrived about 9.30. I spent the entire Morning with Miss Van de Water & Mr. Davis going over the many phases of the our Science Service project. Mr. Klem of Alco Dravon called while I was in Mr. Davis Office - he is very anxious I should go ahead with buying the paper for both books - but must wait until he gets the go ahead from Watson Davis & Davis is still waiting for the \$34 contract to be signed. This is being talled while Chauncey the attorney at 590 is in Cuba. I arranged with Watson Davis to have Miss Vandell Water go ahead with her editing of Fundamentals of Machines. Both Davis & Miss V. think that their staff writer Dr. Mott-Smith has done a good job on his manuscript for this book & that all we will have to do is make certain suggested changes where we feel it necessary, but not have to change the entire job or rewrite the manuscript. At the present time that is just what Frank LeBaron is doing. I mentioned that

Frank might not stay with I.B.M. & that I was
 most anxious to get the job completed. We
 went out to lunch at 12:30 - Mr. Davis took
 me to the Old Iron Gate across the street.
 It is a very lovely place to eat. I had my
 camera with me - took pictures of Mr. Davis &
 Miss V. after lunch. Also took a picture of the
 Science Service bldg. I spent the entire after-
 noon with Miss Van de Water going over the first
 6 sections of F. of Machine. It was a terribly
 warm day in Wash. About 5:30 Miss V. & I
 left the office - she had me over to her apart-
 ment for dinner with her & her sister. I helped
 them get dinner - made the lime drinks. At 7:30
 the three of us walked down to the Watergate on
 the Potomac to hear the concert by the National
 Symphony Orchestra - Alexander Smallen,
 was guest conductor. The setting for the
 concert was beautiful - the sunset across the
 Potomac & the moon rise. They had a large crowd
 & except for it being awfully warm it was very
 enjoyable. Walked back to the apartment about 11:00
 stopped & got some ice cream to take back.
 About 12:00 got a cab over to the hotel - the
 room was terribly warm - took a shower & turned
 in at 12:30.

6/17/43

THURSDAY:

Another awfully warm day. I wonder whether Washington is always like this. I'm glad I don't live here. Got up at 7:30 - called & made arrangements for my return trip. Got ^{pullman} reservation on the 8:00 P.M. out of Wash. to Phil. Also called the plant to talk with Mr. Sullivan but he wasn't in his office. Had breakfast at the Hotel - did some writing up notes of my activities yesterday & left the hotel about 9:30. Took a cab out to the IBM Plant. Had a long chat with Mr. Sullivan - he told me some things about Dick Frederick's operations in connection with Plant #2 which gave me a better understanding of why Dick is no longer our Safety Supervisor. John also told me how Reynolds their safety man, appointed by Frederick, had gone wrong. As usual John gave me all the details. I was able to get John interested in having some foremen training sessions conducted. I of course approached the thing very carefully & let John be the one to make most of the suggestions. He mentioned Snyder their new Safety Man as the logical one to handle the foremen training. He called Snyder & I had a nice chat with him. He seemed to be

a very able person & I was generally favorably
 impressed. Then Mr. Sullivan introduced me
 to Mrs. Gilpatrick his secretary & asked me
 to go over the whole Foremen Training & Foremen
 manual set-up with her so she would
 know the whole story. Mrs. Gilpatrick was a
 real southerner from Georgia - I really liked
 to hear her talk. She showed me the
 bookcase they had purchased for the books
 I sent them & was very apologetic about
 their not being in the lobby on display &
 in use. I don't know whether it was she or
 John or both who engineered the swell job
 they did on bringing the whole matter to a
 very fitting conclusion. Before I knew it Mrs.
 Gilpatrick had a photographer on the scene &
 asked me whether I wouldn't please be in a
 picture that they wanted to take of the first
 book being given out or loaned to an employee.
 I agreed & insisted on Mr. Sullivan being in
 the picture too. I also had a nice chat
 with Miss Andrew - personnel director - she even
 wanted me to make an announcement over the new
 P. A. system they have in the plant - about the
 books - I talked her out of that as I didn't
 think it was important enough. Had a

short meeting or conference with Mr. Sullivan,
 Miss Andrews & Mrs. Gilpatric. Told them
 a little ~~go~~ bit about my plans for the
 Conduction Program at Endicott. They all
 seemed most interested. Gave them a big
 pep talk on how I thought new employees
 should be handled. Mentioned Brownell's talk &
 they all wanted copies. Took a picture of Mr. Sullivan
 in front of the factory. He sure treated me
 swell & I feel sure of his cooperation on the
 Foreman training set-up. He wants to send Snyder
 to Endicott as soon as we get our session for
 Acting Foremen started - to sit in on several sessions.
 Called Miss Van de Water before leaving the office or
 plant. Took a cab over to Science Service at 12:15.
 Went to lunch with Miss V. Spent part of
 the afternoon getting some color slides of Wash-
 ington. Miss V. went along as my guide. I
 thought it swell of her. Also took a bus
 ride out to the Pentagon Bldg. That sure
 is some place - a huge bldg & well air conditioned.
 Stopped by the Union Station & picked up my
 ticket for Philadelphia - Took a cab back to
 Science Service - Spent about an hour and a
 half with Miss Van de Water going over three
 more sections of Fundamentals of Mechanics.

It was terribly hot - 96° in Washington to-
 day. At 6:30 I took a cab over to the hotel -
 packed & checked out. Then took a cab to
 the Union Station. Had dinner at the air-
 conditioned restaurant in the station. Left at
 8:00 for Philadelphia - had a chair in the parlor
 car. Made good use of it - prepared part of my
 report on the trip. At Phil. it was raining -
 got in at 10:30. Took a cab over to the Reading
 Station. There were two other Bing. men in the
 same cab. Picked up my reservation at the station
 & was able to get a lower that had not been
 called for. While I was getting my ticket Mason
 Cunningham came up & got the upper reservation I
 had cancelled for a lower. Mason & I went next
 door for a soda before getting on the train. The
 train left at 11:45. I turned in about 11:30.



